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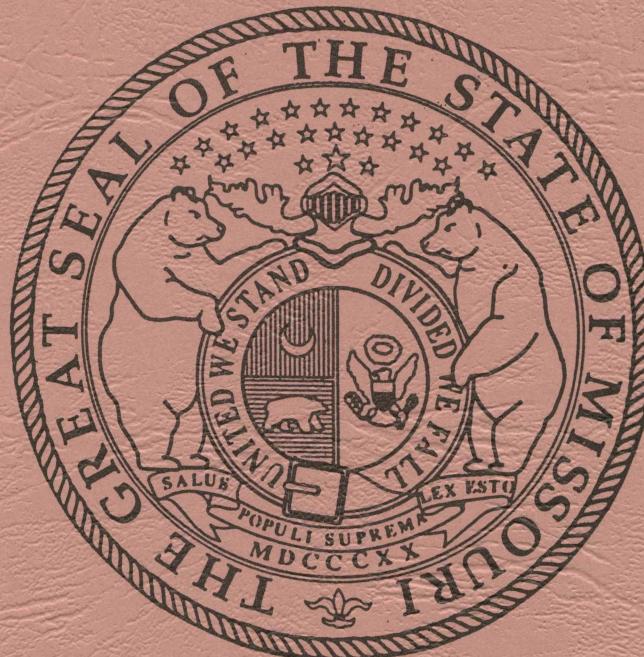
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FISCAL YEAR 1994

OFFICE OF THE
ADJUTANT GENERAL



ANNUAL REPORT

★★ MAJOR GENERAL RAYMOND L. PENDERGRASS ★★
THE ADJUTANT GENERAL

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DEPARTMENT OF PUBLIC SAFETY

DIVISION OF THE ADJUTANT GENERAL-MISSOURI NATIONAL GUARD

HISTORY AND ORGANIZATION

Missouri's organized militia, from which the National Guard was formed, predates statehood by 12 years. Since statehood, the Adjutant General has served as the Governor's Military Secretary and head of the National Guard.

The Office of the Adjutant General is provided for by Article III, Section 46 of the Missouri constitution, and operates under provision of Chapter 41 of the state statutes. Much of the operation of Army and Air National Guard forces is also controlled by federal laws and military regulations. The great majority of the funding for the National Guard is from federal appropriations.

The Adjutant General is appointed by the Governor with the advice and consent of the state Senate to serve as administrative head of the military establishment of the state and administer the activities of an affiliated agency, the State Emergency Management Agency.

Missouri funds the operation of armories in the state and pays some National Guard administrative costs. Some state matching funds are provided for new armory construction. Federal funds pay National Guard members and most full-time National Guard employees. Federal dollars also cover almost all National Guard equipment and training expenses.

Under their dual role, National Guard units serve the state under direction of the Governor during times of disaster or emergency when conditions threaten life or public safety beyond the ability of local authorities. Air and Army Guard units train alongside active forces to prepare for their national defense roles as part of the Total Force.

The Great Flood of 1993 and the response by almost every Missouri Army and Air National Guard unit to over 85 locations along the rivers in the state showed the National Guard's ability to respond rapidly. Over 5,000 men and women served during the emergency. They worked alongside volunteers and public safety professionals, and cooperatively with National Guard elements from surrounding states also affected by the flooding.

Desert Storm is the most recent large scale federal duty. It saw close to 1,300 Missouri National Guard men and women prove the validity of the Total Force policy, as they answered the call to duty. Army and Air National Guard units from Missouri saw service in Saudi Arabia, Iraq, and Kuwait and also filled important support roles in Europe and at military bases in the United States. Some Army and Air units were on duty in the Middle East less than a year after they had seen combat duty in Panama during Operation Just Cause.

Since Desert Storm, Missouri Army and Air National Guard units have also served in Bosnia, Haiti, Rwanda, and Somalia.

A Military Council advises the Adjutant General, and apportions all appropriations made for military purposes. The council consists of the Adjutant General, general officers of the National Guard in Missouri, the commanders of the state's major Army and Air units, and other officers appointed by the Adjutant General. Senior active Army advisers to the National Guard and federal and state fiscal officers for the National Guard serve as ex officio members.

Maj. Gen. (MO) Raymond L. Pendergrass has been the Adjutant General since March 1, 1993. A Korean War veteran, Pendergrass first entered the military in Arkansas and was mobilized with his hometown unit. He later joined the Missouri Army National Guard in Rolla and held various command and staff positions prior to his 1986 retirement. Governor Mel Carnahan called him out of retirement to become the Adjutant General.

Our readiness is made possible by the cooperation of the General Assembly, the officials of the executive branch, and our sister state agencies. As the response of our soldiers and airmen, their families and National Guard employers and communities showed during the flood of '93 and earlier during Desert Storm, the Missouri National Guard is a true partnership. This report reflects the achievements of those partners.



ADJUTANTS GENERAL OF MISSOURI



1820-1829	John O'Fallon	1889-1897	Joseph A. Wickham
1829-1830	Henry Shurlds	1897-1901	Morris F. Bell
1830-1835	A. J. Williams	1901-1905	William T. Dameron
1835-1839	Benjamin M. Lyle	1905-1909	James A. DeArmond
1839-1843	James L. Minor	1909-1913	Frank M. Rumbold
1843-1848	Gustavas A. Parsons	1913-1917	John B. O'Meara
1848-1851	William G. Minor	1917-1917	Arthur B. Donnelly
1851-1851	William A. Roberts	1917-1917	James H. McCord
1851-1857	Addison M. Elston	1917-1918	Andrew V. Adams
1857-1860	Gustavas A. Parsons	1918-1921	Harvey C. Clark
1860-1861	Warwick Hough	1921-1925	William A. Raupp
1861-1861	George H. Smith	1925-1927	Frank M. Rumbold
1861-1863	Chester Harding, Jr.	1927-1933	Andrew V. Adams
1863-1865	John B. Gray	1933-1936	Harold W. Brown
1865-1869	Samuel P. Simpson	1936-1937	Claude C. Earp
1869-1870	George L. Childress	1937-1941	Lewis R. Means
1870-1871	Isaac F. Shepard	1941-1945	Clifford W. Gaylord
1871-1873	Albert Sigel	1945-1951	John A. Harris
1873-1875	John D. Crafton	1951-1964	Albert D. Sheppard
1875-1877	George C. Bingham	1964-1973	Laurence B. Adams, Jr.
1877-1881	Ewing Y. Mitchell	1973-1977	Charles M. Kiefner
1881-1885	John B. Waddill	1977-1981	Robert E. Buechler
1885-1889	James C. Jamison	1981-1993	Charles M. Kiefner
		1993-	Raymond L. Pendergrass

MISSION OF THE MISSOURI NATIONAL GUARD

As provided for under the provisions of the National Defense Act, units of the Missouri National Guard (MONG), both Army and Air, have a dual mission. The state mission is to provide military organizations trained and equipped to function when necessary in the protection of life and property, and in the preservation of peace, order, and the public safety. As Reserve Components of the Army and Air Force of the United States, the federal mission is to provide trained and qualified individuals available for federal service in time of war or national emergency, or at such other times as the national security may require augmentation of the United States Armed Forces.

PRIMARY STAFF OFFICERS

Brigadier General William A. Treu
*Military Executive

Colonel Robert A. Morgan
**Chief of Staff, MOARNG

Colonel Allen L. Stark
**U.S. Property & Fiscal Officer

Colonel Lee A. Merchen
***Senior Army Adviser

Colonel B. Wayne Medley
**Military Personnel Mgmt Officer

Colonel James L. Pruitt
**Plans, Operations, & Trng Officer

Colonel James H. Wakeman
**Plans, Ops & Military Support

Colonel Edward C. Gruetzemacher
**State Army Aviation Officer

Colonel Ted O. Wilson
**Support Personnel Mgmt Officer

Colonel Calvin P. Broughton
**Construction/Facilities Officer

Lieutenant Colonel Ronald L. Benward
**Resource Protection Mgmt Officer

Colonel Calvin W. Miller
***Inspector General

Lieutenant Colonel Nolan M. Farmer
**Surface Maintenance Manager

Colonel Gary Jones
**AVCRAD Supervisor

Colonel James A. Baker
**Exec Support Staff Officer (Air)

Lieutenant Colonel Michael D. Jameson
**Director of Information Management

Major Joe Seiling
**Equal Employment Manager

Lieutenant Colonel Dennis L. Cruts
*Financial Manager (State)

Major Barbara A. Branigan
**Staff Judge Advocate

Lieutenant Colonel Jerry Peeper
**State Safety Manager

Command Sergeant Major Paul J. Harris
**State Command Sergeant Major

Major Kenneth R. MacNevin
**Public Affairs Officer

*denotes state position

**denotes federal position

***denotes regular Army Officer assigned by the Department of the Army

LEGEND

- ◆ REGIONAL MAINTENANCE PERSON
- CITY
- MOARNG ARMORY
- ★ MOARNG FACILITY (GROUND EQUIPMENT)
- † MOANG FACILITY (AVIATION EQUIPMENT)
- MOARNG TRAINING SITE
- ▲ MOANG FACILITY



**MISSOURI NATIONAL GUARD
FACILITIES**

STATE AWARDS AND RECOGNITION

Meritorious Service Medal

Highest honor awarded by the State to individuals who have performed valorous or meritorious military service which reflects honorably and creditably upon the State of Missouri. Not more than one Meritorious Service Medal shall be awarded or presented. It may be awarded for valor or merit.

Conspicuous Service Medal

Second highest honor awarded by the State to National Guard members and civilians who have performed distinguished and conspicuous service or services, either civilian or military, which reflect honorably and creditably upon the State of Missouri. An oak leaf cluster will be presented for second or succeeding awards. A silver oak leaf cluster will be issued in lieu of five bronze clusters.

Missouri National Guard

Commendation Ribbon Awarded to Missouri National Guard members in public recognition of commendable service, outstanding acts or achievement. An oak leaf cluster will be presented for second or succeeding awards. A silver oak leaf cluster will be issued in lieu of five bronze clusters.

Missouri National Guard

Recruiting/Retention Ribbon Awarded to Missouri National Guard members who have given distinguished service to the State of Missouri by enhancing the numerical strength of the National Guard through recruiting and retention efforts. An oak leaf cluster will be presented for second or succeeding awards. A silver oak leaf cluster will be issued in lieu of five bronze clusters.

Adjutant General's Twenty

Badge and Ribbon Awarded to National Guard members who competed in the State Combat Matches since 1 January 1968 to recognize exceptional marksmanship achievements.

Governor's Twelve Tab

Awarded to three new shooters who have actively competed in the annual Winston P. Wilson National Guard Rifle, Pistol and Light Machine Gun Championships since 1 August 1990, or the Army Area Reserve Component (FORSCOM) Composite Rifle Matches since 1 August 1966.

Missouri Panamanian Service

Ribbon Awarded to members of the Missouri National Guard who served in the Republic of Panama during Operation Just Cause, dates specified by the Department of Defense.

Desert Storm Service Ribbon

Awarded to Missouri National Guard personnel ordered to federal service under Title 10 U.S. Code 673, Title 10 U.S. Code 673b, or as volunteers under Title 10 U.S. Code 672d and were deployed in support of Desert Shield/Storm.

State Emergency Duty Service

Ribbon Awarded to members of the Missouri National Guard ordered to State Active Duty in time of emergency declared by the Governor to uphold the law and preserve order, protect lives and property, assist civil authorities, and for the aid and relief of civilians in disaster. A bronze star will be issued for a second and succeeding awards. A silver star will be worn in lieu of five bronze stars.

State of Missouri Certificate of

Appreciation Awarded to recognize periods of faithful service, acts, or achievement of good public and community relations in the interest and support of the Missouri National Guard. The certificate is signed by The Adjutant General and the Governor of Missouri.

State of Missouri Certificate of Appreciation Awarded to Missouri National Guard personnel upon separation as a result of retirement. The certificate is signed by the Adjutant General and the Governor of Missouri. The text of the certificate is an expression of the appreciation of a grateful citizenry.

TAG Certificate of Appreciation

Authorized for military or civilian personnel. Recommended for spouse of retiring Guard member. Awarded to individual's who have provided support to Missouri National Guard units and members.

TAG Certificate of Merit, Military

Awarded to recognize periods of faithful service, acts or achievements of good public and community relations, in the interest and support of the MONG.

Missouri National Guard Service Ribbon (Five Years)

Awarded to persons who have completed five years of honorable service in the MONG on or after 20 May 1971.

Long Service Recognition Long service ribbons are authorized for 10, 15, and 20 years service. A bronze hawthorn cluster is authorized for 25 years; a silver hawthorn cluster for 30 years, a gold hawthorn cluster for 35 years, and two gold hawthorn clusters for 40 years service. This service does not have to be continuous and service rendered in any of the armed forces of the United States as a result of, or in connection with, membership in the MONG shall be considered a part of such service.

Missouri National Guard Active Duty Basic Training Service Ribbon and Certificate To recognize members of the MONG who have honorably and successfully completed an active duty basic training course while a member of the MONG. These awards will be presented to all trainees after honorable and successful completion of active duty basic training and the award of a primary military occupational specialty (MOS)/air force specialty code (AFSC).

MISSOURI RESERVE MILITARY FORCE

The mission of the Missouri State National Guard is to supplement the MONG when necessary or replace the Guard when it is not available. Authorized by Chapter 41, Revised Statutes of Missouri.

MISSOURI

ARMY

NATIONAL GUARD



DIRECTOR OF PERSONNEL

The Director of Personnel is the principal adviser to the Adjutant General for military personnel matters and is responsible for the administration and management of enlisted, warrant officer, and officer personnel assigned to the Missouri Army National Guard (MOARNG). Recommendations for personnel policies and preparation of directives are formulated in accordance with the Missouri Military Code and National Guard and Department of the Army Regulations.

The Directorate of Personnel includes the Military Personnel Management Branch, Recruiting and Retention Management Branch, and Standard Installation/Division Personnel System (SIDPERS) Interface Branch (SIB).

Military Personnel Management Branch is responsible for processing personnel actions such as enlistments, appointments, transfers, promotions, reductions, separations, classifications, and

maintains personnel records of MOARNG personnel. Also, processes federal recognition withdrawals of officers, provides casualty assistance, and processes and authenticates military orders released from this headquarters.

Other functional areas in this branch include the State Family Program, Civilian Education Assistance, Selective Reserve Incentive Program, Health System Services, military orders publication, personnel security, military awards, and Records/Archives.

**MOARNG STRENGTH AS OF
30 JUNE 1994**

	Authorized	Assigned
Officers	769	828
Warrant Officers	295	232
Enlisted	<u>8,005</u>	<u>7,268</u>
TOTAL	9,069	8,328

All officers and enlisted personnel are trained to be combat ready for mobilization in the active Army. They are assigned to the following branches:

Adjutant General's Corps
Medical Service Corps
Army Medical Specialist Corps
Military Intelligence
Army Nurse Corps
Military Police Corps
Chaplain Corps
Ordnance Corps
Medical Corps
Quartermaster Corps
Chemical Corps
Signal Corps
Corps of Engineers
Staff Specialist
Dental Corps
Transportation Corps
Field Artillery

Officer Personnel is responsible for officer personnel actions, maintenance of personnel files, the Officer Personnel Management System, promotion boards, and selective retention.

During this reporting period, there was a decrease in the total number of officer positions authorized (-84) and a decrease in the total number assigned (-25).

Enlisted Personnel is responsible for enlisted personnel actions, maintenance of personnel files, casualty reports, Command Sergeant Major programs, selective retention, and processing requests for Initial Active Duty Training. During this reporting period, there was a decrease both in the total number of enlisted positions authorized (-853) and in the total number assigned (-432).

The State Family Program Office is responsible for the development and implementation of both pre-mobilization and post-mobilization family support and family assistance.

Pre-mobilization activities involve family members in the chain of communication to keep them informed about benefits and entitlements, the Guard mission and activities, and their important role in the Guard. Many activities concentrate on family readiness by briefing family members on the process of mobilization and how to be better prepared, and ensuring that soldiers and airmen have completed all planning for the welfare of their family during separation. Other activities offer family members the opportunity to socialize together to build the important social bonds that form a net of support during times of stress.

All of these activities are implemented through a network of local family support groups (FSG's) which are mutual self-help groups made up of spouses, parents, children, boy/girlfriends, and retirees. These groups are led by volunteers from within the group.

Training is available that enhances the skills necessary to facilitate an effective group. Workshops also offer volunteers the opportunity to network and exchange creative ideas on sustaining the enthusiasm of volunteers and group members. Most of these workshops and seminars are instructed by family support group volunteers themselves.

Family support groups also host Quality of Life programs that have a positive impact on the family life of not only family members of the Missouri National Guard but also the communities in which they reside. These programs include youth programs, family life development, and Drug Demand Reduction programs. This year's activities included a youth camp for children of National Guard members.

An important aspect of the chain of communication is the State Family Council. The council consists of volunteers and military members who work on the concerns and issues of the families of the Missouri National Guard. They advise the Adjutant General on programs which will be effective in addressing these needs.

Post-mobilization programs included many unit level mobilization exercises which involve family support groups and family members. During these activities members work on such things as family readiness rosters, dependent identification cards, and dependent care plans.

Education Services Office provides guidance and assistance to our soldiers pursuing post-secondary education degrees (associate, baccalaureate, and masters) and is responsible for the Montgomery GI Bill (MGIB) program which provides financial aid to our soldiers in obtaining their civilian education requirements and goals. This program was expanded on 1 October 1990 to include vocational-technical training, independent study, correspondence courses, flight training

and a second baccalaureate degree. On 30 November 1993, MGIB was expanded to cover Graduate work. The purpose of this program is to increase enlistments and retain qualified personnel.

The Education Services Office has the responsibility for the Defense Activity for Non-Traditional Education Support (DANTES) programs to assist and counsel our soldiers who cannot obtain a higher education through the traditional manner. This includes external degree programs, independent study, correspondence courses and credit by examination through ACT-PEP, CLEP, and DSST tests.

The Service members Opportunity Colleges (SOC)/Army National Guard Outreach program is the extension of SOC services and benefits to members of the Army National Guard. It involves the Education Services Office to counsel MOARNG members on an educational goal and evaluation plan to SOC institutions that support education for military personnel. There are over 1100 SOC institutions in the United States. Twenty-five (25) Missouri SOC Institutes of Higher Learning (IHL) have pledged to support the National Guard Outreach Program, which is an increase of nine (9) more institutions than last year. The SOC institutions maintain consistency in transfer of credits, academic residency requirements, crediting learning from military training and experience, and crediting extra-institutional learning. The Education Services Officer is designated by SOC to be their official representative to solicit and nominate colleges for membership in SOC.

The Selected Reserve Incentive Program is designed to increase enlistments, improve retention, and provide for force stability through reduced attrition and longer terms of service by offering various incentives to Army National Guard soldiers. The Army National Guard is authorized to pay four types

of incentives to qualified individuals: a cash enlistment bonus for first-term soldiers, an affiliation bonus for former active component members with a remaining military obligation, a reenlistment/extension bonus (three or six years) for those who are nearing the halfway point to retirement, and the student loan repayment program. Listed are the approximate number of active participants for each type of incentive as of 30 June 1994:

Enlistment Bonus	1559
Retention (Three-Year)	47
Retention (Six-Year)	555
Affiliation	318
Student Loan	
Repayment Program	1479

The Health System Services manage various medical programs such as the dental panographic x-ray, over-40 cardiovascular screening and physical examinations, line of duty investigations, incapacitation pay, Defense Eligibility Enrollment Reporting System (DEERS), and Human Immunodeficiency Virus (HIV). Also, they schedule medical evaluations with civilian and federal medical treatment facilities and review the payment of such accounts.

Records and Archives Branch processes numerous requests for military record information. The volume of requests increases each year. Requests from Social Security Offices are the most numerous followed by Veteran Service organizations. This is a valuable service for our Missouri residents because we promptly provide the record if it is on file and, in many instances, we will be the only source for this record information.

All state military awards and some federal military awards are processed by this office. Assistance is provided to personnel in making their twenty-year survivor benefit elections (National Guard) and application for reserve component military retirement pay.

Emphasis is also given to providing assistance to National Guard retirees or widows who are experiencing pay or administrative problems in receiving benefits due. Casualty assistance is provided by this office.

Records and Archives continues to receive numerous requests for World War I and earlier documents. These records have been transferred to State Archives. Received requests are forwarded to State Archives for response.

Most records maintained by this functional area are identified as "permanent" records. Inadequate storage space requires storing with state records. When requests for information are received, the record is telephonically requested and delivered by a National Guard courier.

Recruiting and Retention Management Branch is responsible for the formulation, planning, coordination, and operation of the MOARNG recruiting and retention programs to support planned force structure strength requirements as specified by Department of the Army, National Guard Bureau, and the Adjutant General.

This branch includes 58 production recruiters, 7 noncommissioned officers in charge (NCOIC's) who supervise the recruiters in the state, 2 guidance counselors at each Military Entrance and Processing Stations (MEPS) in the state, an Army Medical Department (AMEDD) officer, a Reserve Component Transition/Interstate Transfer NCO and a support staff of 10 officers and NCO's.

In order to accomplish their primary mission, this branch completes subordinate functions to include budget funding, result trends, forecasting, statistical analysis, cost analysis, management analysis, research and long range planning, advertising, training, awards to include referral awards program, applicant processing, special events, and dealing with active armed forces counterparts.

Army Medical Department (AMEDD) Recruiting is responsible for recruiting general surgeons, thoracic surgeons, orthopedic surgeons, anesthesiologists, field surgeons, and nurse anesthetists for existing vacancies within the units.

Reserve Component Transition/ Interstate Transfer coordinates the placement of active duty personnel into vacancies within MOARNG and also, locates a new guard unit for those individuals already in the National Guard, but moving to another state or into Missouri.

Standard Installation/Division Personnel System (SIDPERS) Interface Branch (SIB) has the responsibility for operating an automated personnel system which contains basic personnel data on each individual National Guard member. Organizational data is maintained on each Missouri Army National Guard unit.

SIDPERS Interface Branch (SIB) consists of SIB Headquarters, the Files Management Section, and the Retirement Points Accounting System (RPAS) Section.

The SIB Headquarters is responsible for the day-to-day supervision of the SIB. The Files Management Section receives, processes, and accounts for incoming

personnel transactions, provides administrative support for the SIB Headquarters, and is responsible for maintenance of the automated files. Of primary importance is the quality assurance process conducted by personnel of this section on each individual personnel transaction. Only the purest data is allowed to be entered into the computer by the Files Management Section. The Retirement Points Accounting System is responsible for receiving, processing, verifying, and maintaining automated retirement point records on each National Guard member.

Personnel information is provided from these automated systems to all echelons where it is used in personnel management, mobilization planning, budgeting, and calculating pay for individual National Guard members. Over 60,000 individual personnel transactions are processed each year.

This branch also operates and administers the Drill Attendance Monitoring Procedures and Report System which combines personnel, pay, and training data to provide information on individual drill performance.

PLANS, OPERATIONS AND TRAINING DIVISION (G3)

The Plans, Operations and Training Officer (G3) is responsible for the organization, operations, education, training, combat readiness, and mobilization within the MOARNG. Specific functions are as follow:

Organization The Missouri Army National Guard is organized into 50 mobilization entities (to include Headquarters, MOSTARC) that are included in the Department of the Army (DA) total force structure as approved by the Secretary of the Army. There are 22 battalions and higher level organizational headquarters. Considering split units, headquarters companies, headquarters batteries and headquarters detachments, there are 110 elements located in 62 Missouri cities, towns, and communities.

Mobilization Readiness Section

Develops plans and coordinates preparations for mobilization and deployment of Army National Guard units. Analyzes FORSCOM Mobilization and Deployment Planning System (FORMDEPS) to ensure compliance with mobilization requirements. Schedules and monitors mobilization exercises for units and Headquarters, State Area Command (STARC). Accesses and reports mobilization readiness status of units.

Manages and coordinates the Army Wartime Trace. Ensures that state ARNG units are identified with their wartime headquarters to include active component and reserve component, both upward and downward traces. Operates the World Wide Military Command and Control System (WWMCCS) computer to retrieve mobilization and deployment data.

Monitors readiness status of state ARNG units; analyzes unit readiness posture; and recommends methods to improve readiness. Assists in developing corrective

action plans for units not meeting combat readiness standards.

A Status of Resources and Training Report is submitted on a monthly basis by each mobilization entity. This report is processed through this office to the National Guard Bureau (NGB) and the Joint Chiefs of Staff. This report describes the total combat readiness posture of each unit. The data included in this report is used by NGB and DA to measure overall readiness of the total force and make command decisions.

Manages the Force Structure Program to include actions for activation, inactivation, designations, redesignations, organizations, reorganizations, conversions, etc. Provides force structure input to the state long range plan. Develops the state Force Integration Plan. Integrates new doctrine, equipment, and changes to organizational design with emphasis on minimum degradation to readiness. Arranges for new equipment training.

Training All units of the MOARNG are Federal mobilization entities. Operations and training are conducted under the purview of the Department of the Army (DA) as promulgated by the U.S. Army Forces Command (FORSCOM). Doctrinal guidance is provided by Army Regulations, Army Training and Evaluation Programs (ARTEP), and other pertinent training publications. The Commander, Fifth U.S. Army, Fort Sam Houston, Texas, is responsible for training supervision and evaluation of MOARNG units. The Adjutant General publishes implementing training directives to the units. Training requirements and objectives are specified on a yearly basis, to include annual training sites and logistical support requirements. Each unit publishes a yearly training program and subsequently quarterly

or monthly training schedules covering training activities for 48 inactive duty training assemblies per fiscal year (1 October - 30 September). Specific annual training guidance and schedules are issued for a minimum of 15 days of annual training during each training year.

National Guard members must always remain informed, alert, and eager to learn the most current of the continuing changes, new techniques, and technological advances demanded in modern warfare. To accomplish this, our National Guard members are required to attend resident instruction offered at the U.S. Army Branch Service Schools.

Federal funds managed by the G3 Division to support operations and training during FY 94 exceeded \$14,000,000. This includes funding for annual field training, service schools, miscellaneous special training activities, and overseas deployment training.

The FORSCOM directed affiliation program, which affects two engineer battalions of the state, provides limited funding for those units, and establishes a working relationship with like units of the active army. This program is administered by the training section, and generally consists of mutual training coordination and support.

Key Personnel Upgrade Program (KPUP)
This program provides Missouri Army National Guard soldiers with additional training either alongside or in place of active army counterpart soldiers. Soldiers perform their duties as individuals or teams as participants in army exercises. This program provides excellent opportunities for individuals and teams to increase combat proficiency, learn to apply new tactical doctrine, and establish working relationships with active army units and soldiers.

Our units participate in domestic action projects on occasion when proper training criteria is met. Such projects provide Military Occupational Specialty training not

always available to a unit, as well as assist local communities.

Individual Training Evaluation Program (ITEP) This program is a diagnostic training and evaluation program designed to improve individual soldier and unit readiness. It is a continuous process, not just an annual evaluation. It consists of soldier training, proficiency evaluation, and training program modification to correct training weaknesses.

Competitive Marksmanship Training The Missouri Competitive Marksmanship Program is organized into five disciplines, the State Composite Rifle team, the State Composite Pistol Team and the three Combat Teams, being Rifle, Pistol and Light Machine Gun.

Composite Rifle and Pistol Team members are primarily recruited through the Combat Competitive Program. Individuals selected are those who possess interest, ability and desire to participate.

Selection of Combat Teams to represent Missouri at higher level command matches are determined through state championships where all battalions are encouraged to participate. The first place team of these competitive activities will advance on to represent Missouri at the Winston P. Wilson Matches, Fifth Army Reserve Components Matches and ultimately the All Army Matches.

Individual units are depended upon to conduct and emphasize the importance of unit level training as well as competition. After having mastered the basics of shooting, the Small Arms Readiness Training Section (SARTS) selects individuals to participate in the advanced marksmanship training program. Individuals receive instruction from master shooters in a one-on-one environment, and then are entered in competition with other shooters who are at the expert level or above.

The repeated exposure of the individual to the pressure of a highly competitive environment is the main training vehicle incorporated to cultivate and stimulate a skillful shooter. The shooter is then expected to impart his expert skills at his unit level thereby perpetuating the training cycle and ensuring that the unit has a highly developed vital resource.

Training Ammunition Management

Training ammunition is a relatively scarce commodity nationwide requiring authorized ammunition assets to be effectively managed by the training section through the Training Ammunition Management Information System (TAMIS) for use by the National Guard. This management consists of developing, reviewing and validating unit statement of requirements for a specific training year; receiving yearly authorized quantities and subauthorizing to major subordinate commands; processing and validating unit level ammunition forecasts for accuracy and entering data in a timely manner; tracking expenditures against subauthorizations and taking appropriate actions to increase or reduce subauthorization necessitated by changes in training, missions, priorities, training sites and times. TAMIS enables managers at all levels to identify and prioritize critical training ammunition resources in addition to reducing or eliminating unnecessary expenditures.

Military Education Facility A state Officer Candidate School (OCS) was instituted in 1962 and has provided the majority of new lieutenants for the Army National Guard of the state. Since inception, the OCS has graduated approximately 873 Second Lieutenants. The Missouri Army National Guard OCS program parallels that conducted by the Active Army, requiring strict discipline, academic proficiency, and leadership development.

The Military Education Facility conducts courses in the Noncommissioned Officers Education System (NCOES) for enlisted personnel of the MOARNG. The courses include a Phase I and II Advanced NCO Course for soldiers in the grade of E7, Phase I and II Basic NCO Course for soldiers in the grade of SSG (E6) and Primary Leadership Development Course (PLDC) for SGT (E5) and SPC (E4). The NCO Schools Program of Instruction (POI) is prescribed by the U.S. Army Sergeants Major Academy (USASMA).

The Military Education Facility is the proponent for individual training as well as other leadership-oriented courses, to include a Company Level Pre Command Course for officers who will serve in company command positions and non-prior service soldiers in preparation of basic training.

Regional Training Site - Maintenance (RTS-M) The RTS-M is a regional training site for all soldiers (National Guard, Army Reserve, and Active Component) requiring training in the maintenance field.

The mission of the RTS-M is to provide maintenance and logistic MOS Qualification, teach technical phases of Basic and Advanced NCO courses, conduct Additional Skill Identifier (ASI) courses, and perform transition and sustainment training for RC/AC soldiers.

The training site is equipment intensive because of the wide variety of courses taught. There are tanks (M1's and M60A3's), self propelled howitzers (M110's), Bradleys (M2 and M3), Armored Personnel Carriers, and much, much more. Additionally, inside the building are training simulators and panel trainers. All of this is brought together to give the soldier/student the very best technical training available today.

During FY 94 the training site conducted 45 courses, and trained 865 soldiers. The RTS-M has been evaluated and is officially accreditated from the Training

and Doctrine Command (TRADOC) as a certified school by the Department of the Army.

MO AVIATION CLASSIFICATION AND REPAIR ACTIVITY DEPOT

The Missouri Aviation Classification and Repair Activity Depot (MO-AVCRAD) located on the Springfield Regional Airport in Springfield, Missouri, has a multi-state aviation maintenance mission and maintains National Guard aircraft for a 14 state area. The facility employees 134 personnel and supports the states of Arkansas, Illinois, Indiana, Iowa, Kansas, Missouri, Michigan, Minnesota, Nebraska, North Dakota, Oklahoma, South Dakota, Texas, and Wisconsin. The MO-AVCRAD mission comprises General Support/AVIM maintenance and backup Direct Support/AVUM plus limited Depot support maintenance for approximately 661 aircraft. Additional project work includes configuration control for ARNG aircraft, weight and balance of aircraft, maintenance by mobile teams, the repairables exchange program, and the aircraft intensively managed items program.

The MO-AVCRAD was established in September 1961 to ensure a mobilization ready unit, well-trained in aviation maintenance. The shop's work load was controlled by the active Army until 1971

when the National Guard assumed responsibility for general support aircraft maintenance. There are four AVCRAD units in the nation, located in Groton, CT; Fresno, CA; Gulfport, MS; and Springfield, MO. Together the four AVCRADS have the responsibility for the entire ARNG general support/limited Depot aircraft maintenance for the nation's fleet of National Guard aircraft.

The Missouri AVCRAD plays a vital role in ARNG aviation maintenance. All employees are required to belong to either the 1107th AVCRAD or 1105th AVCRAD National Guard units for the purpose of mobilization.

Production accomplished at the MO-AVCRAD during Fiscal Year 1994 consisted of 55 aircraft repaired, 4714 components repaired, and 46 repair missions accomplished by mobile maintenance teams.

The MO-AVCRAD also operates an Engine Test Stand which has been operational since 1976. During FY 94, 53 aircraft turbine engines were tested on the stand.



DIRECTORATE OF INFORMATION MANAGEMENT (NGMO-IM)

Serves as the principal advisor to the Adjutant General and the Chief of Staff on Automation, Communication, Visual Information, Publications/Printing, and Records Management issues as described in AR 25-1. Has overall staff responsibility for the management of information systems and services. Represents the Adjutant General in all matters pertaining to information management activities to include but not limited to conferences with other states, NGB, equipment and software manufacturers, and other federal organizations, etc.

Information System Branch (NGMO-IMI) NGMO-IMI is responsible for coordinating all the ARNG automation programs for administrative systems within the state. Stays informed on the location and usage of automated tactical systems entering the state. Analyzes current or projected automated programs to evaluate their actual or potential effectiveness in achieving their objectives.

The Branch offers a full range of computer courses from a state of the art facility located at the MONG Algoa Training Site.

Communications Systems Branch (NGMO-IMC) NGMO-IMC is responsible for coordinating all the ARNG telecommunications within the state. Conducts requirement studies to support telecommunications for new facilities. Identifies actual and potential problem areas, trend significant accomplishments and deficient situations, area of imbalance, or

other factors in telecommunications support and services. Recommends changes in telecommunications to support the objectives, operations, inter-related disciplines, and overall utilization of manpower, money, space, and equipment.

Administrative Services Branch (NGMO-IMA) This Branch provides administrative policies, procedures and services to the total MONG in the following areas: publication, records management, correspondence, mail/distribution, Freedom of Information Act, Privacy Act, printing/duplication, micrographics and copiers.

Visual Information Branch (NGMO-VI) Visual Information plans, coordinates, and implements through consultation, design development, procurement, production, and/or reproduction of VI products and services. Supports functional areas with VI products and equipment in still photography (photo-chemical or digital still video), manual and computer-generated graphics, presentation services (conference rooms and classrooms), equipment and product loan, video (reproduction, production, post-production and duplication), audio (production and duplication), video teleconferencing, closed circuit television, and master antenna and cable television. Coordinates with various outside agencies regarding VI policies and projects.

ENLISTED MILITARY PERSONNEL ADVISER

The individual serves as the Senior Enlisted Adviser for the MOARNG to the Adjutant General. He is commonly known as the State Command Sergeant Major (CSM). The CSM is responsible to the Adjutant General and his staff in a variety of matters pertaining to policies and actions for enlisted personnel. He also performs a variety of duties necessary for efficient operations and the achievement and maintenance of readiness of MOARNG personnel.

DIRECTOR OF LOGISTICS (G-4)

Principal advisor to the Adjutant General and Chief of Staff on matters pertaining to logistical and transportation operations to the Missouri Army National Guard.

The Division is composed of the following:

a. Supply and Services Section (NGMO-DLS)

(1) Provides command guidance for compliance with supply policies and directives.

(2) Provides guidance and assistance on material management, supply, budget input, property accountability, excess, property accounting, distribution of equipment bulk, petroleum management and inventories.

(3) Coordinates actions with the approving authority/TAG and other staff officers (i.e., United States Property and Fiscal Office (USPFO), Judge Advocate (JA), etc.) for the administrative processing of Reports of Survey (ROS) for accurate property accountability.

(4) Reviews and evaluates the Command Supply Discipline Program (CSDP) of Senior Commands.

(5) Monitors, plans, organizes and directs the Command Logistics Program through commanders and full time supply personnel to ensure that unit requirements are identified, requisitioned, funded, issued, and

logistically supported.

(6) Oversees and coordinates procurement, storage of rations and food service equipment, preparation of menus, menu boards, food service records, maintenance of food service equipment, cash meal payment books and the State Food Management Assistance Team (FMAT) and mess personnel training requirements.

b. Defense Movement Coordination Branch (NGMO-DLM)

(1) Provides command guidance for planning and execution of unit movements, management of military convoys, during peacetime, mobilization, and special exercises.

(2) Coordinates with the State Department of Transportation (DOT) for highway availability, restrictions, and permit requirements.

(3) Organizes and supervises the operations of the STARC State Movement Control Center (SMCC) upon mobilization or State Emergency Duty.

(4) Instructs and assists Unit Movement Officers in the requirements for mobilization, unit convoy movements, Automated Unit Equipment List (AUEL), and policies set by DOD.

(5) Reviews and assists units in remote exercises in preparation for mobilization or special exercises.

FACILITIES MANAGEMENT OFFICE

The Facilities Management Office serves as the principal adviser to the Adjutant General and the Chief of Staff on matters pertaining to acquisition, construction, operation, and maintenance of facilities for the Missouri National Guard.

Sixty-seven Missouri communities utilize more than 500 facilities to include armories, aircraft hangars, maintenance shops, vehicle storage structures, warehouses, and other special purpose buildings constructed and operated through joint federal and state ventures. Five major training sites are located throughout the state. They include Ike Skelton Training Site, the Camp Clark/Camp Crowder Training Site, Wappapello Training Site, and the Macon Training Site.

Jefferson Barracks, home of four Air National Guard and one Army National Guard unit, is located in southeast St. Louis county overlooking the Mississippi River. The "Barracks" includes 46 buildings and structures located on 135 acres of land. The entire complex is state property, leased to the federal government and licensed back to the state for use by the Missouri Army and Air National Guard.

In FY 94, five major construction projects were completed from previously funded years. They include the Headquarters and Adjutant General's Office, the Combined Support Maintenance Shop, an Organizational Maintenance Shop, the United States Property and Fiscal Warehouse, and the Military Educational Facility. All of these are located at Ike Skelton Training Site in Jefferson City, Missouri.

State matching construction funding is pending for two new armories. They are located at Poplar Bluff and Columbia. Federal construction funds were appropriated in FY 94 for the construction of the Columbia, Poplar Bluff, and Fort Leonard Wood armories in the amount of \$6,621,000. These projects are anticipated to be awarded in FY 95.

In FY 94, we received \$519,000 of General Revenue funds for maintenance and repair and \$123,000 for construction related projects for our National Guard facilities.

Also in FY 94, we received \$1,300,000 of federal funds in the Real Property Operational Maintenance and Repair Program in support of federally authorized facilities, personnel and services.

FINANCIAL MANAGEMENT OFFICE (STATE)

Responsible for overall administration and policy for the Office of the Adjutant General's state operational appropriations. This office provides a wide variety of state support activities to include operational budget development, state employee personnel management, voucher processing, legislative analysis, state property accountability, grant program administration, and state active duty financial, personnel and procurement actions. Monitors state support operations of the Office of the Adjutant General to ensure compliance with state administrative policies, financial procedures, and audit requirements. Acts as liaison for the Office of the Adjutant General for state operational matters with the Department of Public Safety and the Office of Administration. Serves as state Grants Administrator coordinating Army and Air federal/state cooperative agreement issues with program managers.

Principle state program support functions assumed by the Financial Management Office include analysis, preparation, and review of the office's annual state operational budget; the preparation of staff studies; conferring with division Chiefs regarding state issues and administrative

procedures; maintenance of state employee personnel management system to include payroll administration, employee assistance program, employee recruitment; and the procurement of supplies, services, and equipment necessary to operate and maintain facilities and operational programs of the Missouri National Guard.

The Financial Management Office (State) is also responsible for logistical support and for the pay of personnel ordered to perform State Active Duty. Prepares state military division Stafford Public Assistance Act reimbursement requests for submission to the federal government related to expenditures of the National Guard while performing State Emergency Duty.

State operational appropriations for the Adjutant General's Office in FY 94 supported six separate programs: Administration, Field Support, Contract Services, Air Search and Rescue, Armory Revolving Fund, and the Governor's National Guard Emergency account. The following financial summary details FY 94 state operational program appropriations and expenditures.

FY 94 STATE APPROPRIATION AND OPERATIONAL EXPENDITURE SUMMARY

	<u>APPROP (1)</u>	<u>FUNDING WITHHELD</u>	<u>EXPENDITURE</u>
ADMINISTRATION			
Personal Service	\$1,067,398	\$9,178	\$1,014,257
Expense & Equipment	298,527	-0-	298,527
Expense & Equipment (Suppl)	135,904	-0-	135,812
FIELD SUPPORT			
Personal Service	661,959	19,859	615,484
Expense & Equipment	331,358	-0-	330,904
Fuel & Utilities (Line Item)	899,866	27,494	872,372
Fuel & Utilities (Suppl)	86,099	-0-	75,865
AIR SEARCH & RESCUE			
Expense & Equipment	6,382	191	6,191
CONTRACT SERVICES (2)			
Personal Service (Fed)	4,118,197	-0-	3,560,405
Personal Service (Fed Suppl)	558,751	-0-	-0-
Personal Service	403,882	60,480	312,910
Expense & Equip. (Fed)	1,000,000	-0-	756,038
Expense & Equip.	380,890	-0-	380,890
Expense & Equip.	37,390	-0-	36,790
Reimbursement Acct. (Fed)	30,000	-0-	251
AG REVOLVING FUND (Other)	59,327	-0-	59,327
STATE EMERGENCY DUTY			
State Support Payment (3)	<u>5,859,307</u>	<u>-0-</u>	<u>5,839,307</u>
TOTAL	<u>\$14,433,407</u>	<u>\$108,024</u>	<u>\$12,846,533</u>
Subtotal GR	\$ 8,667,132	\$108,024	\$ 8,470,512
Subtotal Fed	5,106,948	-0-	4,316,694
Subtotal Other	59,327	-0-	59,327

(1) Appropriations listed are state general revenue unless noted.

(2) The Contract Service federal funding appropriation amounts listed reflect the state appropriation (spending authority) for the program. Figures do not reflect the actual amount of federal FY 94 funding available for state expenditures.

(3) The Governor's National Guard Emergency appropriation is controlled by the Office of the Chief Executive. Funds are released solely to support National Guard State Emergency Duty missions in amounts necessary to support emergency activities. State payments for flood duty made in FY 94 were eligible for 90% federal reimbursement under provisions of the Stafford Public Assistance Act Program.

HUMAN RESOURCES OFFICE

This office provides central personnel administration and management services for all Missouri Army National Guard (MOARNG) and Missouri Air National Guard (MOANG) full-time support personnel.

Technician personnel are employed under the provisions of Title 32, Section 709, United States Code, and Active Guard Reserve (AGR) personnel are employed under Title 32, Section 502f, United States Code. There are several types of AGR personnel: AGR-FTM (additive unit support positions), Readiness Support, and Full-Time Recruiting and/or Retention Force(FTRF).

Full-time support personnel (FTSP) authorized are as follows:

	MOARNG	MOANG	
Technicians	494	545	= 1,039
AGR	470	193	= 663
TOTAL	964	738	= 1,707

The Human Resources Office (HRO) is composed of five major branches: the Technician Personnel Management Branch, the Active Guard/Reserve (AGR) Management Branch, State Equal Employment Opportunity Branch, Labor Management Branch, and Data Management Branch. The Technician Personnel Management Branch is further divided into three sections. Responsibilities for each branch and subsequent sections are as follows:

1. Technician Personnel

Management Branch provides technical and administrative support in the personnel arena for assigned federal technicians (military and civilian) for both the Army and Air National Guard of Missouri. It provides The Adjutant General, his staff, managers, supervisors, and the HRO with technical assistance in areas of full time support personnel (FTSP) administration to include funding and manpower allocations; developing and administering technician personnel policies and programs; and administering legal, regulatory, and procedural controls affecting technicians. The Technician Personnel Branch is composed of three sections which are as follows:

a. Position Classification/Position Management The position classification/ management section provides advice and technical assistance for technician and AGR managers/supervisors and employees in the following areas:

- Accuracy and appropriateness of position descriptions
- Appropriate classification of positions within the organization
- Classification Appeals
- Management of personnel resources
- Management of positions within personnel data system - Civilian (PDS-C)

- Maintain current status of all personnel action requested, and verify request to fills against ceiling report
- Maintain/monitor and publish bi-weekly strength (Ceiling) report, including changes from cross-leveling, attrition, new authorizations, etc.
- Review and post changes to Army and Air support personnel manning documents (SPMDs) as necessary
 - Environmental differential (EDP) and hazardous duty pay (HDP)
 - Prepares for and participates in federal wage system (FWS) wage surveys as necessary

The following was accomplished:

(1) Classification authority was raised to GS-15 by NGB-HR

(2) Twenty position description releases were made by NGB-HR (three ARNG/ANG, six ARNG, and 11 ANG). The most significant was the Aircraft Generation Squadron release, which reorganized the Logistics functions of the 131st FW and the 139th AG.

(3) There were 15 on-site desk audits conducted.

(4) There were no classification appeals.

(5) Assistance was provided with position management of the ARNG VERA and VISIP programs.

(6) Nine exception position descriptions were implemented. The significant was the AVCRAD supervisor, GS-14, and the Plans, Operations, and Military Support Officer, GS-13.

b. Personnel Staffing Personnel Staffing Section provides advice and technician assistance for both technicians and AGR managers/supervisors and employees in the following areas:

- Administration of the State Merit Placement Plan (i.e., advertising and filling technician/Active Guard Reserve (AGR) positions, determining qualifications, certifying eligibles, etc.)

- Application evaluation
- Military compatibility
- Technician/AGR vacancy announcements
- Retained grade/pay
- Restoration after military service
- Obligated positions
- Priority placement
- Immigration Reform and Control Act

- Selective Service registration as a condition of federal employment

- Determines sources of special hiring programs

- Administer permanent change of station programs for technician

- Reduction in force

- Special appointing authority for competitive hire

- Merit promotion and placement plan

- Conduct supervisory training

- Selection/nomination boards

- Student volunteer program

- Review unliquidated obligation printout from Property and Fiscal Office (PFO) and make adjustments as necessary to de-obligate funds (PCS).

- Provide HRO with necessary information and documentation for Program Budget Advisory Committee (PBAC) meetings, accounting for excesses and/or shortages and projected status of accounts (PCS).

- Monitor/maintain technician permanent change of station (PCS)/travel fund accounts documentation and obligate funds.

All goals established for 1994 were accomplished.

(1) Completed a draft MOTPR 335, Merit Placement Plan, but cannot release for final publication until Labor (ACT) completes their review.

(2) Processed, computed and obligated funds for seven permanent change of station (PCS) moves.

(3) The Staffing Section has advertised a total of 247 technician/AGR positions.

Technician (Army)	114
Technician/AGR (Army)	39
Technician (Air)	94

c. Employee Relations Maintains central library of publications relating to technician personnel administration; processes personnel actions for all technicians and initiates actions on step increases, promotions, reassessments, retirements, and other actions occurring during the employee's career. Advises employees and supervisors of employee benefits such as insurance, leave, retirement, death, and disability. Establishes and maintains employee performance files, official personnel folders, and employee medical files for each technician. Responsible for the performance appraisal, incentive awards, voluntary leave transfer, and workers' compensation programs. Provides advice and technical assistance in the following areas:

- Thrift Savings Plan
- Disciplinary and adverse actions (other than "for cause")
- Night differential pay
- Performance and incentive awards
- Suggestions
- Retirement/separation
- Deposits and redeposits for creditable service
- Retirees/survivors concerning benefits and death claims

The following was accomplished during FY 94:

(1) Provided employee relations benefit and services information to new employees during eight new employee orientations.

(2) Processed approximately 3,100 technician personnel actions.

(3) Processed 73 retirements, including preparation of forms and documents required and one-on-one counseling with each retiree and spouse.

- ARNG 54
- ANG 19

(4) Processed three death in service claims.

- ARNG 2
- ANG 1

(5) Assisted 48 former employees, now retired, concerning benefits and death claims.

(6) Assisted five widows applying for spouse retirement benefits. Forms are prepared, a letter of transmittal from spouse to Office of Personnel Management (OPM) is provided, and this office informs OPM of the death by phone.

(7) Processed 49 Office of Workman's Compensation Program (OWCP) claims. Injuries by type:

- Back injuries 12
- Hand injuries 10
- Leg injuries 5
- Arm injuries 5
- Foot injuries 2
- Eye injuries 4
- Head injuries 4
- Neck injuries 2
- Shoulder injury 1
- Ear injury 2
- Groin injuries 2

NOTE: Total cost for 1994 --

Army \$325,563.00

Air \$ 97,269.00

(8) Provided education training during four supervisory training courses. Topics included performance standards/appraisals, supervisor record keeping, Workman's Compensation, performance based personnel actions, voluntary and nondisciplinary actions, awards program, leave, and pay for technicians.

(9) Conducted two pre-retirement planning seminars (approximately 58 attendees). Provided a two and one-half hour block of instruction at each seminar.

(10) Conducted two Thrift Savings Plan Open Seasons. Approximately 191 TSP-1 Election Forms were processed. Open season materials were mailed to all eligible employees, whether Civil Service Retirement System (CSRS) or Federal Employees Retirement System (FERS).

(11) Conducted one Federal Employees Group Life Insurance Open Season. Processed 163 life insurance forms.

(12) Conducted two annual Federal Employees HealthBenefits Open Seasons. Processed approximately 186 health forms.

(13) Processed incentive awards as follows:

- 55 Sustained Superior Performance (SSP)
- 10 Quality Step Increases (QSI)
- 2 Suggestions
- 0 On the Spot Awards
- 275 Time Off Awards
- 2 Special Act Awards or Service Awards

(14) Provided pre-1969 technician information to seven former employees who can receive credit for this service under Public Law 101-530. This consisted of searching microfilm and preparing a Standard Form 7 card and cover letter to the individual.

(15) Provided statements to courts and attorneys of approximately 13 divorce cases.

2. Active Guard/Reserve (AGR)

Management Branch provides personnel management and administration services for Army and Air AGR soldiers that support military operations in the areas of training, supply, administration, maintenance, recruiting/retention, and mobilization/deployment planning.

AGR soldiers serve on federal active duty under section 502(f), Title 32, United States Code (U.S.C.) and are under the control of the Governor. They are in a career program governed by Army and Air Force regulation and supplemented by National Guard Bureau regulations.

Statewide, there are 650 AGR personnel, 461 Army and 189 Air.

Since 1991, the Army AGR force has been reduced by 14 percent due to the Army "draw-down" of military forces. The losses have been achieved through attrition, "early-out" programs, and job fair programs.

Because of the loss of Army National Guard units in the last two years, other units have been restationed/restructured, which has required approximately 100 Army AGR soldiers to be reassigned.

The Air National Guard AGR program has not experienced any losses during this draw-down period.

3. State Equal Employment

Opportunity Branch is responsible for all Equal Employment Opportunity (EEO) programs. Provides advice to the Adjutant General, the Human Resources Officer, and managers on administering laws, policies, and regulations designed to overcome and prevent discrimination. Provides equal opportunity guidance to employees and applicants to the Missouri National Guard. This office coordinates all military equal opportunity (EO) programs (Army and Air). Manages the following equal employment and human relations programs:

- Employee Assistance Program (EAP)

- Affirmative employment
- Special emphasis programs
- Managing EEO and EO

complaints

- Education and training programs in EAP and EEO for managers and employees

- Provides overall management of the military equal opportunity programs

Conducted supervisor training, providing new supervisors education on their responsibilities in the Employee Assistance Program, Equal Employment Opportunity, and affirmative hiring.

Conducted prevention of sexual harassment training to all full-time personnel.

Provided a lesson plan and video to Army and Air military units to conduct prevention of sexual harassment training.

Coordinated the Camp Wonderland Program for 130 disabled individuals, co-sponsored with the Missouri Department of Mental Health.

Sponsored eight teenagers in conjunction with the Private Industry Council's Build A Summer Experience Program. This program provides qualifying young people with summer work experiences.

Placed five volunteer workers in temporary jobs while participating in the FUTURES program sponsored by the Missouri Department of Social Services.

The Federal Equal Opportunity Recruitment Program was revitalized to identify qualified minorities interested in federal employment and place their names in a database of applicants. This program supports the Affirmative Employment Program.

4. Labor Management Branch

a. Labor Management Relations

The primary purpose of the Labor

Management Relations Branch is to provide comprehensive labor relations services within the state in the following areas: contract negotiations, contract administration, and administrative proceedings.

(1) Functions in the area of contract negotiations include consulting with all levels of management to develop agency policies on and positions for negotiations and providing advice on developing management proposals and strategies, as well as determining when union proposals may be non-negotiable under federal laws.

(2) The area of contract administration entails advising management on the daily administration of the collective bargaining agreement, interpreting the intent of the contractual language, attempting to resolve problems that arise over application of contract provisions, and meeting with union representatives during the life of the contract to negotiate the impact of new programs and policies.

(3) Responsibilities under administrative proceedings involve developing and representing the state's position in proceedings such as unfair labor practice charges and complaints, grievance proceedings and arbitration. The Association of Civilian Technicians (ACT) is the exclusive representative for technicians in the bargaining unit with two locals for the Air National Guard and one local covering Army National Guard technicians throughout the state.

b. Discipline and Adverse Actions

As an amendment to the Labor Relations position description, the responsibility for administering the State's Discipline and Adverse Actions Program (SDAAP) has been added. The purpose for the SDAAP is to assure that discipline is distributed in a fair and equitable manner, the appropriate penalty is selected for the offense, and that employees are provided due process in accordance with

applicable laws and regulations. This is necessary to assure that the action taken is not overturned by a grievance or appeal. This entails close coordination with management and supervisory personnel in processing disciplinary actions against National Guard employees. Assuring that the appropriate procedures are used for the individual concerned (AGR or technician).

c. Contract Negotiations

(1) Seven negotiation sessions were conducted. Each session lasted two full days. Agreement was reached on 26 of the 27 proposals submitted by the Union. We were at an impasse on Article 9, which is "Discipline and Adverse Actions." The Union wanted all actions to be held in abeyance until all appeal procedures were exhausted. This means we could not remove an individual for cause if they appealed the removal. An appeal could take months to process.

(2) On 24 Feb 94, a mediator from the Federal Mediations and Conciliation Service (FSIP) met with us to resolve the issue. The issue was not resolved at the meeting. The dispute then went to the Federal Impasses Panel. The panel asked for briefs to be submitted by each party. The impasse was settled and we agreed on the language that has now been incorporated into the contract. The newly negotiated agreement was signed and approved by NGB. It has been distributed to all supervisors, managers, and bargaining unit employees.

d. Unfair Labor Practices An unfair labor practice was settled by the Federal Labor Relations Authority. This ULP was filed for refusal to allow the union to represent technician employees at OMS #10 during a DCIS investigation. The FLRA found that section 7114(a) of the statute had been violated and a cease and desist order was posted on all bulletin boards for 60 days. Shortly following that ruling by the FLRA, the United States Court of Appeals (D.C. Cir.)

disagreed with the authority's ruling. The D.C. Circuit stated that the Inspector General operates independently of the agency. The privilege of union representation during investigative meetings only applies to the agency with whom the union has exclusive representation rights. The Office of the Inspector General is not within that category.

e. Grievances Several grievances were filed; all but one was settled before reaching the AG level. Arbitration hearings have been scheduled for 10 Jul 95.

f. Training Supervisors were trained in the areas of contract administration, ULPs, handling grievances, and technician/supervisor/union representational rights, progressive discipline, processing disciplinary actions, adverse actions, and disciplinary appeals. Advice and guidance was provided to managers and supervisors regarding discipline, adverse actions, contract interpretation, union rights during formal discussions, weingarten meetings, and grievances. The Labor Relations Branch attended the annual LMR workshop to keep current with ongoing LMR issues.

5. **Data Management Branch** manages the overall Defense Personnel Data System - Civilian (DPDS-C) and other databases for operations and provides technical systems control for computer systems including the Air National Guard Local Area Network (LAN). Assists the Human Resources Office staff in the following areas:

- Checks "Flags," tapes, and sequence daily to ensure system is operational.
- Prints all products and checks for legibility, separates and distributes them to the proper section.
- Researches and resolves computer problems within Human Resources.

- Maintains daily transaction registers.
- Prepares DESIRES for HR and other functional areas.
- Assesses the HR computer training plan and conducts training accordingly.
- Researches new software programs and installs them on HR computers.
- Maintains software library.
- Maintains HR master computer listing and extracts data.
- Receives and accounts for computers and related systems.
- Administers the ANG LAN.

The following requirements were accomplished:

- Loaded DPDS-C Systems Releases in November, February, and May.
- Upgraded Banyon Vines on our LAN increasing system to unlimited users.

- Acquired and installed 15 new systems, giving all HR personnel access to a personal computer.
- Loaded Microsoft office onto our systems, making them more compatible with our counterparts.
- Developed DESIRES and local tables and maintained a problem/solutions notebook, enabling HR personnel information sharing, quality control, conducted research, and updated database.
- Regionalized our DCPDS-C database to Tinker AFB, OK.
- Conducted daily meetings to ensure accurate data input, recommended improvements in data input, and corrected discrepancies.
- Provided support and assistance for all computer support within HR.
- Conducted monthly training/instruction on DCPDS-C system refinements/ upgrades and problem/solution cross tell.

PUBLIC AFFAIRS OFFICE

The Public Affairs Office advises and assists the Adjutant General and assigned Army and Air National Guard units in internal information, media relations, and community relations efforts. The office supervises production of the Missouri National Guard's monthly, federally-funded newspaper, the *Bear Facts*. It also coordinates activities of an 18 member Army Guard public affairs detachment and works with public affairs personnel assigned to Air National Guard units in the state.

MILITARY SUPPORT TO CIVIL AUTHORITIES

Principle adviser to the Adjutant General and the Chief of Staff on matters pertaining to operations in support of civil authorities; security matters including personnel, communications and physical

security; planning for and coordination of operations including civil disturbance and natural disasters; develop and provide counterdrug enforcement support; develop and provide support for the Drug Demand

Reduction Program; and the planning and conduct of the Alcohol Drug Abuse Prevention Control Program.

The division is composed of the following sections:

**a. Plans and Security Section
(NGMO-MS)**

(1) Prepares and maintains contingency plans for use of National Guard units for either federal or state service.

(2) Responsible for the development and issuance of plans relating to the supplemental support provided by all services of the military components within the state of Missouri (active and reserve).

(3) Coordinates with active and reserve Army, Navy, and Air Force commanders within the state on proposed changes to military support plans that are being considered.

(4) Initiates, develops, publishes, and reviews a state-wide plan including military forces in support of civil authorities for specific courses of action in the event of an emergency.

(5) Assists state military units in the development of unit plans for military support of civil authorities. Inspects plans periodically to assure updating of data.

(6) Responsible for special or recurring reports pertaining to military support of civil authorities required by any outside headquarters.

(7) Maintains liaison with military, state, and local offices concerned with military support of civil authorities programs of the state and as required, makes speeches before civic groups requesting such services.

(8) Conducts scheduled inspections of units, supplies and equipment to ascertain condition and/or state of readiness. Prepares studies and/or directives as to modifications, care, preservation, and use of supplies and equipment related to the civil defense mission.

(9) Coordinates the use of MONG units in conjunction with state agencies in emergency duty operations and supervises the operations of the MONG element of the State Emergency Operations Center during disaster operations.

(10) Formulates the emergency communications system for the ARNG. Coordinates as required, with state and local civil officials to ensure compatibility and interoperability of communications in support of emergency operations. Responsible for coordination of emergency communications with federal and state agencies as required in appropriate contingency plans and operations. Operates the Net Control Station (NCS) of the primary MONG emergency radio net.

(11) Prepares state regulations on physical security (facilities, arms, and ammunition), and coordinates and conducts annual inspections of facilities to ensure compliance with appropriate regulations.

(12) Responsible for all matters associated with the Information Security Program and is the Security Manager and Classified Document Custodian for the Office of the Adjutant General.

(13) Responsible for Operations Security (OPSEC) in the Office of the Adjutant General and administers the State Tactical Communications Program.

(14) Responsible for coordinating State Defense Force (SDF) matters.

(15) Is the point of contact for the Emergency Preparedness Liaison Officers (EPLO) to HQ STARC.

**b. Counterdrug Operations
(NGMO-MSC)**

(1) Develops, analyzes, and updates MONG drug enforcement support plans.

(2) Advises state and federal law enforcement agencies and DOD agencies required for drug enforcement support.

(3) Coordinates the use of aircraft, vehicles, special equipment and personnel concerning MONG resources and capabilities to successfully support drug enforcement operations.

(4) Responsible for coordinating the selection of and processing of personnel who participate in counterdrug support operations. This includes administrative support of personnel selected for counterdrug duty (i.e., pay, travel and per diem, and associated personnel actions).

(5) Responsible for tracking and assessing the mission to determine scope and impact on MONG resources and capabilities.

(6) Responsible for development and management of counterdrug annual funding program.

c. Drug Demand Reduction Program (NGMO-MSC-D)

(1) Develops, analyzes, and updates Drug Demand Reduction support plans.

(2) Advises state and local agencies, and volunteer organizations concerning MONG resources and capabilities to support Drug Demand Reduction support.

(3) Tracks expenditures and assesses the missions to determine the scope and impact on MONG resources.

(4) Coordinates with MONG and other state and local agencies for support in the Drug Demand Reduction effort.

d. Alcohol Drug Abuse Prevention Control Program (NGMO-MSC-A)

(1) Trains Unit Alcohol Coordinators (UADCs) in conducting urinalysis collection. Train commanders on the administrative requirements of processing drug positive cases and provides education and prevention materials to unit members.

(2) Prepares drug status report of pending cases, board schedules and drug test quotas. Additionally, prepares the case file for drug positive cases.

(3) Responsible for overseeing the urinalysis testing throughout the state. Provides the legal staff the required documentation to conduct administrative separation boards.

(4) Coordinates all activities in the area of substance abuse to include education, prevention, training, rehabilitation, identification, referral, follow-up, and drug analysis collection.

(5) Serves as the liaison between NGB, state, and units on all related aspects of drug and alcohol abuse.

RESOURCE PROTECTION MANAGEMENT OFFICE

The Resource Protection Management Office encompasses the areas of Army and Air National Guard environmental protection, Army National Guard occupational health, and Army National Guard safety.

To assist units and activities in meeting the responsibilities, 150 Missouri National Guard soldiers received training in environmental, occupational health and safety issues so as to effectively supervise and coordinate compliance. An internal assessment and assistance visit program insured that each Missouri National Guard site is complying with its requirements, with immediate assistance in correcting deficiencies.

As part of a continuing effort to reduce environmental, safety, and occupational health concerns, two major projects were initiated. A contract to remove lead particles, lead dust, and sand from 32

indoor rifle ranges was completed. By cleaning the ranges, units are able to use the areas for other purposes, and eliminate health risks from lead. Sand and lead materials removed from the ranges were recycled at a lead smelter instead of being disposed of in a hazardous waste landfill. A second project involved using Missouri National Guard troops to remove obsolete underground heating oil tanks. The troops were trained to use applicable safety standards and removed 29 tanks in accordance with industry standards. By using troops to complete the project, the state realized significant savings.

The Resource Protection Management Office places a high priority on supporting units and activities to achieve their missions, while protecting human health and the environment.

SAFETY BRANCH

The Safety Branch is directed by the State Safety Officer and administers the states Ground Safety Program for all activities of the Missouri Army National Guard. The State Safety Officer works closely with Missouri Army National Guard units in order to reduce the number of personal injuries and property damage accidents, and to ensure that all members of the Missouri Army National Guard are provided with a safe and healthful environment to work and train. The Safety Branch works closely with Missouri Army National Guard units helping them maintain a pro-active safety program and remain in compliance with Federal, State, and DOD regulations. All full-time support personnel of the Army National Guard are protected

under the provisions of Public Law 91-596 (OSHA Act), Executive Order 12196, and 29 Code of Federal Regulations, Part 1960.

Work and training place safety inspections were continued throughout the state, including the testing of indoor firing ranges for levels of lead contamination. New construction and renovation plans were reviewed for compliance with safety and fire protection codes.

Programs for Risk Assessment, Safe-Guard 95(Annual Training Safety), and "Picture for Safety" were emphasized. The office of the Adjutant General continues to recognize the SAFETY BELT USE campaign sponsored by the National Highway Traffic Safety Administration. The National Guard

has over forty units that achieved 70% seat belt utilization last year which contributed to Missouri leading the Nation. The Missouri Army National Guard participated in other Safety Day events again this year and they were a great success.

During Fiscal Year 1994, there was a reduction in the total number of personal

injuries and motor vehicle accidents reported. The significant reduction was due to increased emphasis by the Adjutant General and Staff on related safety matters.

The Missouri Army National Guard continues to maintain an accident rate lower than the national average.

SENIOR ARMY ADVISER

United States Army personnel are assigned as advisers to the MOARNG under provisions of Federal law.

The primary objective of the adviser effort is to promote the training effectiveness and mobilization readiness of the Army National Guard. The adviser represents and acts as spokesman for the active Army for military matters that are of interest to the Missouri Army National Guard. The adviser serves in a full-time capacity and is responsible for assisting and advising commanders and staffs of designated Army National Guard units. The Senior Army Adviser serves as Military Adviser to the Missouri Adjutant General and is the direct

Liaison between the Adjutant General and Commander, Fifth United States Army, Fort Sam Houston, Texas.

Adviser personnel are not granted the authority to direct military personnel or units within the National Guard. Their presence is intended primarily to enhance the unit's successful accomplishment of assigned missions. Unit commanders retain the responsibility for combat preparedness and the judicious management of their authorized personnel and material resources.

The staff of the Senior Army Adviser has two officers, seven noncommissioned officers, and one Department of the Army civilian.

STAFF JUDGE ADVOCATE

The Staff Judge Advocate provides full-time professional legal support to the Adjutant General, staff elements of both the Missouri Army and Air National Guard and commanders, as well as the United States Property and Fiscal Officer and his staff.

Significant duties and responsibilities include providing professional legal advice and opinions on issues arising from federal laws and regulations or concerning the federal mission of the National Guard; preparation of litigation reports, briefs, pleadings, and other papers associated with civil litigation involving federal interests and aspects of the National Guard; legal reviews of contracts, agreements, procurement actions, and other administrative determinations and proceedings for legal sufficiency. The Staff Judge Advocate's office has primary responsibility for all claims matters against and in favor of the Government.

STATE ARMY AVIATION OFFICE

General Army Aviation within the Missouri Army National Guard utilizes the basic concept of centralized control and decentralized operations. In consonance with this concept, aviation assets are consolidated for the conduct of training, operations, and maintenance.

Organization The Missouri Army National Guard Aviation Program is dedicated to improving the professional qualifications of individual crew members and operational readiness of the various aviation units throughout the state. Continued and constant emphasis on aviation safety has resulted in a zero accident rate for the past several years.

Functions The State Army Aviation Officer's responsibilities include:

1. Supervision of two Army Aviation Support Facilities (AASF) and one Army Aviation Flight Activity (AAFA).

2. Staff coordination with the National Guard Bureau and other state/federal agencies in all matters pertaining to aviation operation, training, maintenance, and safety.

3. Coordination of joint use of Army aviation assets by the various Army National Guard units in the state.

4. Preparation and coordination of operating budgets required to support the Army Aviation Program.

5. Ensuring that Army National Guard aircraft are used exclusively for official purposes.

Operations Army aviation units are supported on a full-time basis by two Army Aviation Support Facilities and one Army Aviation Flight Activity. These installations are named and located as follows:

1. Jefferson City Army Aviation Support Facility - Jefferson City Memorial Airport.

2. Whiteman Army Aviation Support Facility - Whiteman AFB.

3. Springfield Army Aviation Flight Activity - Springfield Regional Airport.

These organizations provide centralized control and direction of aviation assets. They provide day-to-day maintenance on aircraft and allied equipment consistent with authorizations established by Department of the Army and National Guard Bureau. They also provide instruction and evaluation services to all aircrews and aviation maintenance personnel in the state. The instructions include all phases of training for day, night, adverse weather, tactics, and special mission tasks. Evaluations are conducted regularly to assure the quality of instruction meets Army standards and to advise the appropriate commanders of their aircrews abilities. Manning requirements for FY 1994 remained the same as reported in the FY 1993 report. The current manning criteria requires 101 full-time federal technicians, but funding support and manpower constraints authorize only 65 personnel or 64% of the required force. AGR manning criteria requires 21 full-time positions, but only 14 personnel are authorized or 67% of the required AGR force. Combined totals of full-time technicians and AGR personnel are 122 required with 79 authorized or 65% of the required force.

In addition to the maintenance and training missions, these organizations perform support missions for the Adjutant General, other units in the state and nation, and state emergency duty at the call of the Governor.

Status of Facilities Within recent years, an expanded building program has resulted in Missouri Army National Guard aviation facilities which are among the best in

the nation. The construction costs of these facilities are provided from federal funds, with design and construction supervision provided by the State of Missouri.

a. Whiteman AFB AASF is the only Missouri Army National Guard installation located on an active military base. The facility was completed in January 1978 at a cost of \$1.2 million. This AASF supports 1st Bn 135th Avn, an attack helicopter battalion, which is located in nearby Warrensburg.

b. Springfield AAFA is co-located with the Missouri Aviation Classification Repair Activity Depot (AVCRAD) at Springfield Regional Airport. This model aviation facility was completed in February 1981 at a cost of \$4.2 million and is recognized as the most modern and functional in the United States. Support units include: 1107th AVCRAD, HHD 3d Bn/135th Avn,

	UH-1	OH-58
Whiteman AFB	3	13
Springfield	4	
Jefferson City	<u>18</u>	—
	25	13

Aviation Training Missouri Army National Guard aircrews must meet the same training requirements as their active Army counterparts. Some of the requirements included qualification of aviators, IP's, and maintenance personnel in the AH-1 Cobra and AH-64 aircraft and weapons systems, as well as UH-60 Blackhawk and CH-47D. Training was also conducted in night vision goggles and aircrew training in high altitude, mountainous terrain. To enable us to accomplish the training requirements, National Guard Bureau allocates an annual flying hour program. No state funds are

Co G/135th Avn, and 1105th AVCRAD.

c. Jefferson City AASF is located in a modern \$1.8 million building on Jefferson City Memorial Airport. This facility was completed and occupied in November 1982. It is located on property donated by the City of Jefferson and is situated on a site that has been filled and elevated above the 100-year flood plain. Supported units at this facility include: HQ STARC; 1267th Medical Company; 455th and 457th Aviation Detachment (CECATS), Detachment 40 Operations Support Airlift Command (OSAC), and Reconnaissance and Interdiction Detachment (RAID).

Aircraft Assets The current aircraft fleet consists of 57 turbine powered helicopters and three twin engine, turbo prop airplanes, which are stationed as follows:

AH-1	C-12	C-23
18		2
—	<u>1</u>	—
18	1	2

allocated or expended to support this program.

Annual Flying Hour Program As stated, Missouri Army National Guard aviators must meet the same training requirements as their active Army counterparts. To accomplish the required training, National Guard Bureau allocates an annual flying hour program to each state, based on the number of aircraft and aviators assigned. Programmed flying time for Fiscal Year 1994 was 9,434 hours. Of that total 827 hours were used to support the counter narcotics operations in Missouri.

STATE MAINTENANCE OFFICE

Unit, direct support and general support maintenance is performed on all surface equipment issued to the MOARNG at 16 facilities. There are 162 full-time Civil Service technicians on board to man these facilities.

Included in these facilities are 14 Organizational Maintenance Shops (OMS), 1 Unit Training Equipment Site (UTES), and 1 Combined Support Maintenance Shop (CSMS):

OMS #1	Raytown
OMS #2	Festus
OMS #3	Cape Girardeau
OMS #4	Poplar Bluff
OMS #5	Rolla
OMS #6	St. Joseph
OMS #7	Marshall
OMS #8	Mexico
OMS #9	Jefferson City
OMS #10	Jefferson Barracks
OMS #11	Springfield
OMS #12	Harrisonville
OMS #13	Neosho
OMS #14	Trenton
Unit Training Equipment Site	Nevada
Combined Support Maintenance Shop ..	Jefferson City

The OMSs provide backup unit maintenance beyond the capability of using units. They maintain units' combat load of repair parts. They also serve as concentration points for equipment to be sent to higher category maintenance facilities. These shops have 102 technicians on board.

The CSMS performs direct and general support maintenance that is beyond the capability of using units and Organizational Maintenance Shops. This shop has 60 technicians on board.

Combined Support Maintenance Shop (CSMS)

The Combined Support Maintenance Shop (CSMS) performs the highest level of maintenance tasks on Missouri Army National Guard surface equipment. The facility's highly trained technicians have the required tools and test equipment to perform Direct Support (DS) and limited General Support Maintenance. Equipment beyond CSMS capability must be sent to a depot activity for repair. Specific missions of the CSMS include:

- a. Repair and return to using units/Organizational Maintenance Shops or the supply system, all items of ordnance, engineer, signal, chemical, quartermaster and transportation equipment which require support maintenance.
- b. Provide calibration service for 7,350 test, measurement and diagnostic items of equipment.
- c. Provide technical assistance and instructional teams to units.

During FY 94, the CSMS performed a total of 3,939 maintenance jobs on various types of equipment. Each separate job received a thorough inspection to determine the scope of repairs and parts required. During the repair process inspectors frequently checked the quality of repairs being performed. Prior to items of equipment leaving the shop the items passed a final inspection which encompassed a functional test.

Special events during FY 94 in the maintenance area:

- a. During FY-94 the average reportable equipment operational readiness rate for the MOARNG was 95%.
- b. The Surface Maintenance Managers expended \$31,377 on travel to

repair equipment throughout the State. The SMMO also manages approximately a \$4.2 million repair parts budget, expended

\$104,000 on maintenance training, and \$584,391 on leasing of GSA vehicles.

THE UNITED STATES PROPERTY AND FISCAL OFFICE

The United States Property and Fiscal Office (USPFO) for Missouri, located at Jefferson City, Missouri, is the principal fiscal and logistical agency of the Missouri National Guard. This activity is charged with the management of, and accountability for, all federal funds and property of the United States provided the Missouri National Guard. This office currently administers an Army National Guard operational budget of over \$125 million, maintains an ARNG equipment inventory valued in excess of \$520 million, and an Air National Guard operational budget of over \$60 million.

Management of the Army resources is accomplished through five operating entities: Logistics, Resource Management, Analysis and Internal Review, Purchasing and Contracting, and the Data Processing Installation. Management of Air National Guard is accomplished by an Assistant USPFO at each Air Base.

Employees of the USPFO are federal technicians or active duty personnel authorized to advise and assist the Adjutant General in the execution of approved plans, policies, and programs; provide day-to-day logistical and fiscal support for all ARNG units and organizations; prepare appropriate fiscal support for all ARNG units and organizations; prepare appropriate portions of state-level plans for the operational employment of ARNG units in the event of state or local emergencies and for federal mobilization.

The federal technicians employed in the USPFO Office are allocated to the state by

the Chief, National Guard Bureau. The current work force includes over 70 technicians.

The Purchasing and Contracting Division provides contracting support to both the Army and Air National Guard in accordance with federal acquisition laws and regulations. Emphasis is placed on competitive acquisition and timely procurement.

The Resource Management Division has placed emphasis on the controls and procedures to pay all troops in a timely manner. This includes inactive duty training and annual training pay. Payment for short tours of duty is processed within three days of completion of duty. Added emphasis has also been placed on bonus, incapacitation pay, and timely payment to vendors for commercial contracts.

The Analysis and Internal Review Operations has transitioned from an examination function to an internal audit function. This program continues to be enhanced through professional auditor training. Efforts to fill vacancies with qualified auditors have been very successful. At this time three senior level audit positions are filled with qualified auditors. The annual audit program places emphasis on evaluations of areas of management effectiveness, with a joint application to Army and Air National Guard activities. The Analysis and Internal Review Division serves as a focal point for outside agencies such as Department of Defense Audit Services, U.S. General Accounting Office, as well as the Army Audit

Agency, and the Department of the Army Inspector General.

Logistical support of the Army National Guard is aimed at ensuring that all units obtain the highest level of readiness possible. The current emphasis is on the distribution of equipment from the military structure build down. These actions support the USPFO'S goal to provide the individual soldier all he needs to perform his mission without action on his part.

The Data Processing Installation (DPI) continues maintaining records for the USPFO by computer and telecommunications processes as outlined in applicable regulations. DPI clients are provided cost-effective resources and timely service for quality sustainment of the Missouri National Guard.

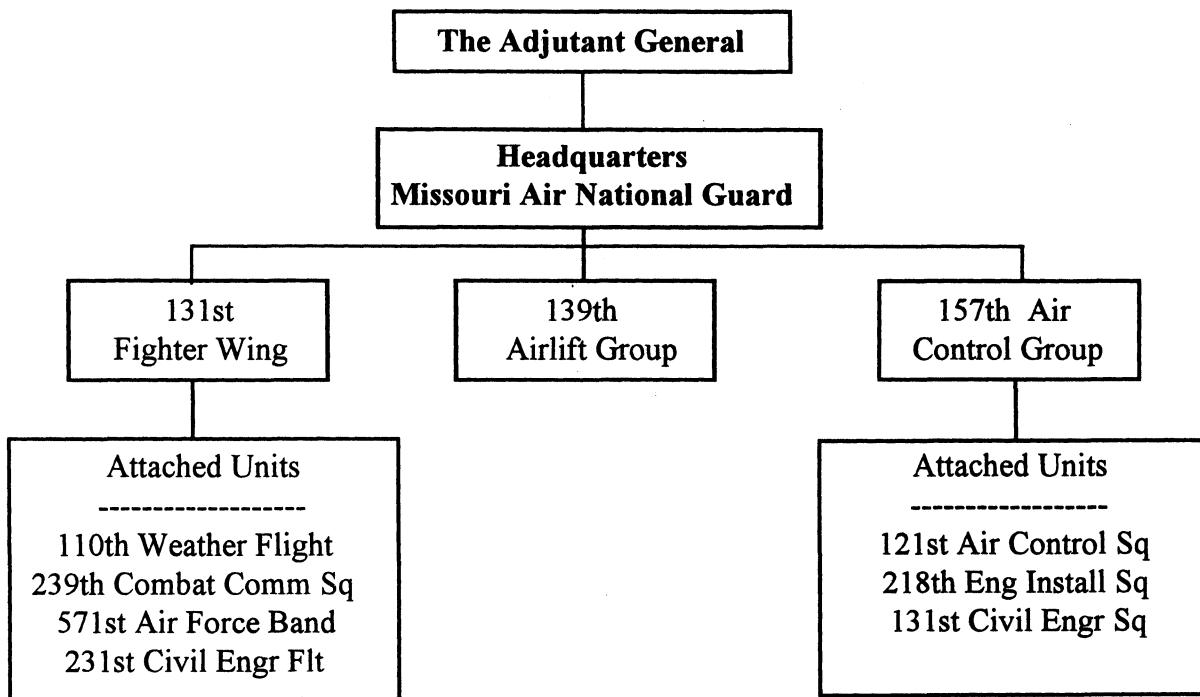
With increased top-level management interest in reducing paperwork and having timely information to make decisions, the DPI is analyzing and implementing local methods of eliminating paper, tape and diskette products. Terminal display of data and information is streamlining processing and enhancing security of "For Official Use Only" and privacy act knowledge. Services given weekly or monthly are distributed daily as a result of informal process action teams consisting of clients and DPI staff.

An ever increasing emphasis on readiness of the National Guard will provide numerous challenges affecting the organization and functions of the USPFO, the training of personnel will necessitate constant vigilance in the allocation of resources to effectively accomplish state and federal objectives.

MISSOURI
AIR
NATIONAL GUARD



ORGANIZATIONAL CHART



Missouri has three Air National Guard Bases. Headquarters 131st Fighter Wing and assigned units are located at Lambert Field in St. Louis. The 139th Airlift Group and assigned units are located in St. Joseph at Rosecrans Field. Headquarters 157th Air Control Group and attached units are at Jefferson Barracks. Missouri Air National Guard units provide personnel and equipment in support of four major Air Force Commands: Air Combat Command, Air Mobility Command, the Air Force Material Command, and United States Air Forces Europe.

Headquarters Missouri Air National Guard is located at Jefferson City, Missouri. The state headquarters commands, controls, and supervises Air National Guard (ANG) units within the state consisting of more than 2700 personnel in a fighter wing, an airlift group, an air control group, and four specialized squadrons or flights.

131st Fighter Wing/110th Fighter Squadron The close of FY 94 marked the third year the 110 FS has been flying the F-15 Eagle. The unit continues to strive for excellence in employing the aircraft and has performed exceptionally well despite a demanding transition to a new version of the aircraft. The new Eagle is part of the Multi-Stage Improvement Program (MSIP); and its arrival significantly improved the combat capability of the unit's aircraft. Most importantly, it has given us the ability to shoot the newer AIM-120 Advanced Medium Range Air-to-Air Missile (AMRAAM) from our aircraft. This was a key step for the unit, since it provided our aircraft with new equipment which is compatible with active force F-15s thus making us a more viable part of the Total Force.

Concurrently with the transition to MSIP, the wing spent considerable effort in preparation for our Operational Readiness

Inspection (ORI) which will be conducted at the Gulfport Combat Readiness Training Center (CRTC) in October '95.

The 131st FW/110 FS deployed to several locations in the CONUS during FY 94 to support other units and gain valuable off-station training. The unit also successfully completed its first overseas deployment since transitioning to the F-15. The deployments are summarized below:

1. October '93 - 13 aircraft were deployed to Gulfport, MS for an annual training exercise and DACT with other ANG units.

2. January '94 - 6 aircraft deployed to Navy Key West, FL to support the Sioux Falls, SD F-16 unit in a winter base training exercise.

3. March '94 - 6 aircraft deployed to Tucson, AZ for DACT training with the F-16 ANG fighter weapons school.

4. May '94 - 10 aircraft deployed to the Savannah CRTC in Georgia to practice for our upcoming ORI. Several areas in addition to flying were also exercised including command and control, maintenance procedures for maximizing aircraft sortie generation, and survival procedures in a hostile chemical environment.

5. June '94 - 4 aircraft were deployed to Nellis AFB as part of the USAF Long Shot competition. During this competition, the numbered Air Forces each participate in a simulated large force employment exercise against an unknown adversary.

In addition to our successful deployments, the 110FS has qualified for another Air Combat Command Safety Award by completing another accident-free flying year.

110th FS Operational Support Aircraft (OSA) personnel also contributed significantly to the unit's reputation by

participating in a Senate sponsored "Roles & Missions" commission which ensured continued ANG involvement in OSA missions.

139th Airlift Group/180th Airlift Squadron The AG continues to participate in many worldwide operations.

In April/May '94, the 139th Airlift Group deployed four aircraft, six aircrews, and support personnel to Howard AFB, Panama for four weeks in support of Operation Phoenix Oak.

The 139th AG flew 31 hours in fiscal year '94 in support of state and federal counter-drug missions.

The 139th AG flew 293.1 hours in May '94 in support of Operation Provide Promise (Bosnia) and 158.9 hours in August '94 in support of Support Hope (Rwanda Africa). We also flew 61.9 hours in September '94 in support of Uphold Democracy (Haiti).

During fiscal year 94, the AG flew approximately 3,822 hours of tactical airdrop, tactical airland, and cargo/passenger airlift sorties. This was done while extending our 36 year safety record to more than 135,000 hours of accident-free flying.

AATTC The Air National Guard's Advanced Airlift Tactics Training Center (AATTC) scheduled 23 aircrew classes for a total of 83 aircrews. Twenty-three classes were conducted with 81 aircrews graduated. Class participants were from the ANG (26), AFRES (18), USAF (21), USMC (7), and allies (6). The allies attending were Germany (3), Italy (2), Australia (1) and Norway (1). The reasons given for units not attending scheduled classes were funding, personnel, flying hours, and other commitments. The AATTC conducted ten Practical Intelligence Course (PIC) classes during FY 93 and graduated 104 intelligence personnel.

A total of 608 people received training at the AATTC during FY 94. They were: crew members, 499; intelligence personnel, 104; Senior Commanders, 5; and observers, 4.

In July, the AATTC hosted its second Senior Commanders course. This is a concentrated two day overview of the regular course, developed to give commanders a feeling for the training their crews received at the AATTC. Five AFRES commanders attended the course.

The AATTC hosted the 14th Annual Tactics Symposium. The symposium was attended by 79 people from 44 units and 4 foreign countries. Eight contractors also attended.

One AATTC intelligence NCO deployed in support of Operation Restore Hope. The AATTC staff developed the initial Crew Resource Management program and provided training 15 ANG and 8 AFRES C-130 units.

In class 94-08, the first ever aircrew from Norway attended the Advanced Airlift Tactics Training Course.

RECRUITING As of 30 September 1994, the Group was 102.2% manned in officers and 93.2% in airmen with an overall manning of 94.4%.

157th Air Control Group (ACG)
Air Operation Group (AOG) with a mission of performing Air Operations Center(AOC).

The 157th ACG has initiated a conversion to an AOC and will be available on a long range planning cycle to perform Stan/Evals, ORE/ORIs and to assist NGB in nominating units for training opportunities. AOCs can assist ACC/IG in scheduling Battle Management Elements for ORI's, and provide the units with an inspection scenario in conjunction with conducting an ORE. These functions, as conducted in the past, would be conducted in a system environment, and in the

future could be in a systems exercise environment. It will also provide the Air Force with capability to cover.

a. **BLUE FLAG** - and other 7 day exercises - Adequate lead time notification the ANG AOCs could commit 100% of an AOG to participate in two, per year with the NAFs.

b. **JCS OCONUS EXERCISES** - Generally more than 15 days but less than 45 days - can participate with resources beyond those available to the unit. Probably requires a mid-term rotation if 100% of AOG is committed, except for key personnel who would remain throughout the exercise.

c. **CONUS** - example Roving Sands - Pre-requisites and exercise are generally 15 days but not continuous. Could commit 100% of the units AFT to such an exercise. Similarly, Joint Systems Training Exercises (JSTE) can be conducted using some AFT days for planning and coordination but utilizing Unit Training Assembly periods for conducting the actual exercise.

d. **ANG/NAF EXERCISE** - Global Yankee example - Future exercises requiring the commitment to an exercise with the scope of Global Yankee should be jointly sponsored and conducted with NAF AOGs taking the lead in planning, because they have the ability to task some key assets, i.e. ABCCC & AWACS.

e. **CONTINGENCIES** - Provide theater, (Deny Flight CAOC), with selected or complete packages of personnel in any one or all of the Operational and Logistical functional areas. Funding would have to be provided by agency establishing the requirement.

The **121st Air Control Squadron** organized at Jefferson Barracks in 1976, provides radar control for numerous contingencies in peacetime and wartime. The peacetime mission of the 121st ACS includes controlling aircraft from five separate fighter

squadrons on a daily bases. This unit also deploys equipment and personnel overseas/CONUS on Joint Exercises and also, on counter-drug deployments. The 121st ACS trains for its wartime mission by annually participating in NATO exercise in Europe Highly mobile, the unit has the radar, radios, power equipment, and people required for continuous control of air defense, close air support, interdict, and airlift missions in any contingency.

Designed to be self-sustaining unit in a deployed status for initial period of thirty days. Personnel provide security, supply, medical service, food service, and administrative service as well as the technical ability to operate and maintain the sophisticated equipment in use.

All ten officers and one hundred and ten to perform as an infantry unit and multiple vehicle operator as well as in the air Force specially code. All 120 people function in 22 Air Force Specialty Codes to operate as a team.

During 1994, the 121st ACS personnel deployed on a counter-drug mission in South America, performed Annual Training at Gulfport CRTC, MS and also participated in Missouri Exercise Arch Angel. The year of 1994 also marked the first time the 121st ACS deployed with new automated radar system called Modular Control Equipment (MCE). The 121st ACS is currently in conversion to this new MCE equipment, and is expected to complete conversion October 1996.

The **218th Engineering Installation (EI) Squadron** is an integral part of the Air Force Material Command's (AFMC) war fighting community. The unit's mission is to mobilize and deploy authorized resources and supporting assets to accomplish the engineering, installation, maintenance, reconstitution, and/or replacement of communication-computer systems (CE), air

traffic control and landing systems (ATCAL), and Meteorological/Navigational aids systems. This mission includes support of war and mobilization plans and world contingency requirements. In addition, the 218 EIS possesses outstanding Local Area Network (LAN) installation capability including fiber cable.

To train for its war time mission, the unit often deploys to locations throughout the United States and the world. The 218th EIS personnel train by selecting Air National Guard and active duty Air Force projects to increase their knowledge and skills. A major European deployment was used to practice their mobility skills and to accomplish active duty projects. Bitburg Air Base was closing and the removal of the ATCAL systems and associated equipment provided the work to train these unit personnel. Air National Guard bases such as Des Moines and McConnel provided the training grounds for LAN and fiber cable installation for the cable splicing personnel. A mixture of ANG and active duty, Des Moines ANGB and Langley AFB, locations were chosen for antenna construction personnel preventative maintenance inspection and installation training. To move the unit's personnel capability into the latest communications technology, training work projects were arranged at 30 Air Force Network (AFNET) sites. These projects exposed our people to Super Highway 2000 requirements and expectations.

Our training, work, and mobility projects provide the 218th EIS the capabilities to give our customers the GATEWAY TO QUALITY C4I.

Air National Guard Base at Lambert-St. Louis International Airport is located on 24.94 acres of federally owned land on the south side of Lambert International Boulevard and 23.41 acres of

airport land which is licensed to the State of Missouri for use by the Missouri Air National Guard. The Real Property consists of 76 facilities. The facilities include 36 building (347,525 sq. ft.), 55,686 sq. yd. of aircraft parking apron, and 99,723 sq. yd. of roads, sidewalks, parking lots and storage yards. The replacement value of the ANG facilities at Lambert (less real estate) has been estimated by ANGRC at \$75 million.

Major projects completed in FY 94 include: Re-siding of Bldg. 1 Operations Tower (\$71,371), construction of Vehicle Maintenance washrack canopy (\$19,000), installation of flightline security booth (\$17,600), installation of Headquarters Bldg. canopy (\$12,506), mounting of F-4 (\$35,000), street repairs (\$22,203), painting of Audio Visual Bldg., Combat Arms/Support Bldg., and 239th AGE Maintenance Shop (\$15,521), and replacement of carpet in Communications Bldg. and Chapel/Weather Flight (\$13,000).

Major projects funded in FY 94 include: Alteration of Combat Arms/Support Bldg., alteration of Communications Bldg. (\$16,000), mounting of F-15 (\$53,000), installation of computer room in Munitions Maintenance Bldg. (\$6,500), construction of flightline fence (\$6,000), alteration of Parachute Shop (\$18,214), alteration of 239th AGE Maintenance Shop (\$17,287), alteration of POL Fuel Lab (\$43,422), construction of Aircraft Maintenance tool storage canopy (\$24,887), and construction of Base Supply Class B storage room (\$4,862).

Major projects designed in FY 94 for construction FY 95 include: Squadron Operations Security Upgrade (\$115,000).

Fort Leonard Wood Air-to-Ground Range (Cannon Range) is located in the southwest corner of Fort Leonard Wood, MO in Pulaski county. The Air National Guard has exclusive use of 305 acres and joint use

with the Army of a 2,500 acre safety fan. All land is granted by permit from the Army and licensed to the State of Missouri by the Air Force for use by the Missouri Air National Guard. Facilities presently consist of a range control building (3,900 sq. ft.), storage facility (2,475 sq. ft.), two observation towers, a helicopter pad 178 sq. ft.), a water well, 35 sq. yd. of sidewalk, 1,300 linear ft. of security fence and an extensive target array including airfield, revetted aircraft, railroads, and bridges. Prime electrical power is provided by Laclede Electric Cooperative by 2.5 miles of overhead distribution lines. The Range is operated by 10 full-time personnel and is host to eight units from seven states, flying A-10, F-16, and A-4 (Marine) aircraft aircraft as well as UH-1 and AH-1 helicopter gunships. Future construction includes Access Road Improvement (\$400,000).

Rosecrans Air National Guard Base is located on 82.15 acres of land located at Rosecrans Memorial Airport, St. Joseph, Missouri (54.15 acres owned by the Department of the Air Force; 28.67 acres leased from the city). Right-of-way easements total 7.58 acres. Two hundred and seven (207) acres for an aerial drop zone and 4.01 acres for a takeoff and landing zone located at the airport are leased from the city.

The current facilities include 30 buildings (257,414 SF), aviation fuel storage (300,000 gallons capacity); aircraft parking and hangar access taxiways (109,294 SY); electrical distribution system (34,972 LF) and vehicle parking (34,972 SY). Total replacement value is approximately \$44,294,000.

Major construction anticipated in the near future includes a Jet Fuel Storage Complex (\$4,500,000); Replace Underground Storage Tanks (\$830,000); Repair Aircraft Parking Ramp (\$800,000); Replace Advanced

Airlift Tactics Training Center (\$2,150,000) and Replace Base Civil Engineering facility (\$3,000,000).

Projects recently completed or currently under construction consist of Overlay Runway 13-31 for Assault Landing Zone (\$2,200,000) and the completion of restoration of the remaining projects identified from the Great Flood of 1993 (\$6,500,000).

All land and facilities are licensed from the Department of the Air Force to the State of Missouri for Air National Guard purposes at no cost to the state. All costs of the operations are funded by the federal government except for the facilities Operations and Maintenance for which the State of Missouri funded \$189,217 in FY 94 with matching and non-matching funds in the amount of \$1,461,275.

MILITARY PERSONNEL

	AUTHORIZED			ASSIGNED		
	OFF	AMN	TOTAL	OFF	AMN	TOTAL
Headquarters MoANG	17	13	30	16	12	28
131st Fighter Wing	116	993	1104	110	930	1040
231st Civil Engineer Flt	25	13	38	25	16	41
239th Combat Comm Sq	9	186	195	7	178	185
110th Weather Flight	3	15	18	3	17	20
571st Air Force Band	1	35	36	1	33	34
157th Air Control Group	44	92	136	35	91	126
121st Air Control Sq	11	109	120	10	87	97
131st Civil Eng Sq (OLES)	5	100	105	5	63	68
218th Engr Install Sq	10	185	195	10	161	171
139th Airlift Group	134	825	959	137	769	906
	370	2,566	2,936	359	2,357	2,716

ORGANIZATIONAL STRUCTURE

UNIT	LOCATION	COMMANDER
Hq MoANG	Jefferson City	Maj Gen William A. Treu

131st Fighter Wing: All units except Cannon Range are located at Lambert-St. Louis IAP, Bridgeton, MO.

HQ, 131st Fighter Wing	Col George D. Graves
110th Fighter Squadron	Lt Col Michael G. Brandt
131st Maintenance Squadron	Maj Gregory S. Champagne
131st Mission Support Flight	Lt Col Richard L. Rehmeier
131st Communications Flight	Maj William E. Work
131st Security Police Squadron	Capt Daniel R. Steiner
131st Civil Engineering Squadron	Lt Col Samuel S. Sivewright
131st Medical Squadron	Col Edith P. Mitchell
131st Logistics Squadron	Lt Col Edward R. Weeks
131st Services Flight	Capt Edwin J. Trotter
*239th Combat Comm Squadron	Lt Col High H. Barton III
*110th Weather Flight	Lt Col Pamela W. Davis
*231st Civil Engineering Flight	Lt Col Darrell E. Hart
*571st Air Force Band	1st Lt Gregory P. Hamilton
Cannon Range, Fort Leonard Wood	Lt Col Michael E. Steffen

*Attached to 131st Fighter Wing

157th Air Control Group: All units located at Jefferson Barracks, St. Louis, MO.

Hq 157th Air Control Group	Col Frederick L. Bonney
121st Air Control Sq (FACP)	Maj David W. Newman
**218th Engineering Installation Sq	Maj David C. Behm
**131st Civil Engineering Sq (OLES)	Maj Robert J. Tenholder
**Attached to 157th Air Control Group	

139th Airlift Group: All units are located at Rosecrans Memorial Airport, St. Joseph, MO.

Hq 139th Airlift Group	Col Steven R. McCamy
139th Resource Mgmt Sq	Lt Col Louis W. Smith
180th Airlift Squadron	Lt Col James L. Gates
139th Civil Engineer Squadron	Lt Col Kenneth Massingill
139th Mission Support Squadron	Lt Col Lyle D. Farquhar
139th Medical Squadron	Col Krikor O. Partamian
139th Mission Support Flight	Maj Carl O. Johnson
139th Adv Airlift Tac Training Ctr	Lt Col Paul E. Davenport
139th Aerial Port Flight	Maj Robert D. Couldry
139th Maintenance Squadron	Maj Norman R. Brosi
139th Security Police Squadron	Maj Walter L. Daffron III
139th Services Flight	Lt Laura L. Ruch
139th Operations Group	Lt Col Robert N. Agee
139th Operations Support Flight	Lt Col Vernon James

Operation and Material

PILOT/NAVIGATOR (NAV) UTILIZATION :

<u>Location</u>	Average		Assigned	
	Pilots/Nav <u>Authorized</u>	Pilots/Nav <u>Assigned</u>	Total Time <u>Per Pilot/Nav</u>	Acft Time <u>Pilot/Nav</u>
St. Joseph (C-130)	51/17	49/29	3216/3739 hrs	1309/1519
St. Louis (F-15)	31/0	34/0	2306/0 hrs	1147
St. Louis (C-26)	3/0	8/0	3442/0 hrs	176

Aircraft Fuel Consumption:

<u>TYPE</u>	<u>GALLONS</u>
JP-8 (Jet)	6,820,096

Aircraft:

<u>LOCATION</u>	<u>TYPE AIRCRAFT</u>	<u>QUAN-TITY</u>	<u>AVERAGE UNIT COST</u>	<u>AVERAGE TOTAL VALUE</u>	<u>AIRFRAME TIME</u>
St. Louis	F-15A	18	\$11,113,000	\$200,034,000	3853 hrs
St. Louis	F-15B	2	\$10,853,000	\$ 21,706,000	4654 hrs
St. Louis	C-26A	1	\$ 3,812,000	\$ 3,812,000	2933 hrs
St. Joseph	C-130H	<u>8</u>	\$18,000,000	\$144,000,000	3100 hrs
	TOTAL	29			

Vehicular and Communications Equipment Assigned Statewide:

<u>EQUIPMENT</u>	<u>QUANTITY</u>	<u>AVERAGE UNIT COST</u>	<u>TOTAL VALUE</u>
Wheeled Vehicles	506	\$ 27,675	\$14,003,606
Radar Sets	1	\$3,700,000	\$ 3,700,000
Communications Sets	15	\$1,158,184	\$17,372,760
Air Traffic Control Systems	1	\$4,738,202	\$ 4,738,202
SATCOM	1	\$3,500,000	<u>\$ 3,500,000</u>
			\$43,314,568

COMMUNITY IMPACT

Federal funds spent in Missouri in support of the Air National Guard during FY 94 are categorized as follows:

	<u>St. Louis</u>	<u>St. Joseph</u>	<u>TOTAL</u>
Pay State Security	\$ 737,266	\$ 465,419	\$ 1,202,685
Pay of Air Technicians	\$17,078,461	\$8,614,905	\$25,693,366
Full-Time, Military Duty Program (AGR)	\$ 3,051,831	\$2,830,960	\$ 5,882,797
Active Duty/IDT/UTA	\$ 9,856,490	\$6,827,204	\$16,683,694
Incentive Program (Reenlistment Bonuses)	\$ 36,700	\$ 27,275	\$ 55,275
Basic Training Program	\$ 36,400	\$ 96,692	\$ 133,392
National Guard Personnel Travel, Per Diem, Subsistence, Clothing, and Uniform Allowances	\$ 1,138,981	\$ 995,379	\$ 2,134,360
Service Contract (Operation and Maintenance)	\$ 1,350,944	\$1,461,275	\$ 2,812,219
Major and Minor Repairs	\$ 527,880	\$2,070,737	\$ 2,592,617
Miscellaneous Supplies and Services	\$ 3,637,041	\$6,265,161	\$ 9,902,202
Base Procured Equipment	\$ 0	\$2,144,176	\$ 2,144,176
Planning, Acquisition and Construction	\$ 0	\$ 468,339	\$ 468,339
TOTALS	\$37,437,600	\$32,267,522	\$69,705,122

Seven Hundred and Six Federal Civil Service Technicians and full time active duty personnel are employed. They are the hard core professionals keeping aircraft and equipment ready on a daily basis for instant response.

One Hundred Eight State employees (including Air Service Contract employees) maintain base equipment, utilities, roads and grounds and provide base security and fire protection.

MISSION STATEMENTS

131st Fighter Wing: To establish air superiority by engaging and destroying enemy air forces using conventional munitions in either offensive or defensive counter air roles. These roles apply over land and may, in certain cases, apply in support of maritime operations.

239th Combat Communications Squadron: Responsible to plan, deploy, activate, operate and maintain a complete Communications and Air Traffic Control System in a field combat environment, providing the essential command and control for the operations of a wing-sized flying unit on an Air Base.

110th Weather Flight: Deploy with authorized assets to provide 24-hour tactical weather service observing, forecasting, and staff weather officer services in support of U.S. Army operations.

231st Civil Engineering Flight: This organization is a command/staff augmentation unit that provides engineering expertise to major air commands, numbered air forces, the National Guard Bureau and the U.S. Army. This unit is trained to staff and manage Civil Engineering operations and recovery cell functions in battle staff or regional conflict situations. They also provide engineering design, staff functions and environmental expertise on a consultant basis for a variety of customers both domestic and international.

571st Air Force Band: The Band is a Missouri Air National Guard unit attached to the 131st Fighter Wing located at Lambert-St. Louis International Airport. The Band meets one weekend per month and two weeks during the summer to train, rehearse, and perform. The mission of the Band is to establish and maintain favorable relations with the community that it serves, augment local recruiting efforts, and provide appropriate music for civil and military functions in its assigned area.

139th Airlift Group: Provide the capability to deploy, redeploy and employ, if necessary, air and ground fighting forces of the United States to any area of the world and provide fighting forces. Conduct peacetime operations which ensure maintenance of high state of readiness training to include full base support for the D-Day mission.

Headquarters, 157th Air Control

Group: Responsible for wartime planning and training of nine combat ready Air Control System Radar units with 1,500 personnel and \$200 million in assets, plus support of the Department Of Defense Counter-narcotics mission. Performs reception and reconstruction duties for assigned units and augments Command and Control Activities. Responsibilities to National Guard Bureau (peacetime) or 8AF (wartime).

121st Air Control Squadron:

Responsible for employing the TPS-43E radar into forward areas to provide aircraft control and surveillance or gap-filler radar coverage. The 121st Air Control Squadron supports deployed contingency operations worldwide. Peacetime activities include providing radar control for local fighter and tanker units.

131st Civil Engineering Squadron (OLES): Provides Civil Engineering support to Jefferson Barracks ANG Base and 131st Fighter Wing to include necessary assets and skilled personnel to prepare and sustain global installations as stationary platform for the projection of aerospace power. Mission areas include: force beddown, facilities operation/maintenance, bomb damage repair, and rapid runway repair.

218th Engineering Installation Squadron: The unit mission is to train members in skills needed to engineer, install, remove, relocate, and perform serviceability certification and emergency on-site maintenance of ground communications electronics facilities. This includes a wartime commitment of mobility positions organized into combat teams.

Non-Military DPS/Adjutant General State Agencies



STATE EMERGENCY MANAGEMENT AGENCY

The State Emergency Management Agency (SEMA) is responsible for development of a statewide, all emergency preparedness capability to protect and assist the citizens of Missouri in any type of emergency or disaster which may occur. SEMA coordinates activities between federal, state, and local governments.

When disasters have sufficient impact on the state and local community, SEMA coordinates preparation of requests to the President for major disaster declarations, and if declared, administers assistance to the state or community. When requested by the Governor in serious cases, such federal assistance may be issued for floods, tornadoes, or other disasters when the severity of a situation cannot be adequately relieved by state and local efforts.

SEMA's history extends over more than three decades to initial State Civil Defense efforts in the 1950s. In 1967, the 74th General Assembly provided for the merger of Civil Defense and the Adjutant General's Office, under the Department of Public Safety. The name of the office was then changed from the Division of Civil Defense to the Disaster Planning and Operations Office.

During the 1984 Legislation Session, 81st General Assembly, the office name was changed to its present title to better reflect its current and expanding role.

At the local level, city and county directors of emergency management or emergency preparedness are appointed by the executive officer of each political subdivision. SEMA provides guidance and assistance to local organizations, but does not have command or control over their activities.

While approximately 90 percent of the local directors in Missouri serve in a volunteer capacity, several large communities have full-time paid employees. Others are employed on a part-time basis.

In coordinating emergency activities between local governments, state agencies, and the federal government, SEMA maintains a State Emergency Operations Plan. The plan assigns responsibilities for actions to be taken by appropriate state agencies and departments in the event of an emergency or disaster.

Plans and Operations The beginning of FY 94 saw SEMA concentrating the final stages of the development of the new State Emergency Operations Center. The agency moved into the office in April 1994.

On July 1st, the Governor issued a State of Emergency for flooding in 18 counties. On the 6th, the Governor asked for a Presidential Declaration, which was granted by the President on July 9, 1993. Between July 15 - December 15, SEMA worked the Hardin Cemetery Disaster in Ray County.

In September 1993, Missouri was shifting the flood fighting efforts from response to recovery. In Missouri, 102 counties plus the Cities of Kansas City, Jefferson City and St. Louis were declared for Individual Assistance; likewise 88 counties plus the same three cities were declared for Public Assistance.

On November 13-19, heavy rains triggered severe flash flooding in Southeast Missouri. On November 15, the Governor issued a State of Emergency. On November 19, the Governor asked for a Presidential Declaration. the President approved an Individual Assistance Declaration for 24 Missouri counties on December 1st; approved

a Public Assistance Declaration for 14 Southeastern counties on January 13, 1994.

In January of 1994, the SEMA director chaired the Governor's Task Force on Floodplain Management which made their report to the Governor in July 1994.

Spring Flooding began in April. A series of Spring storms caused flooding in the St. Louis and eastern Missouri area. The Governor issued a State of Emergency for five counties on April 18. On April 21, he asked for a Presidential Declaration for Individual Assistance for five counties and the City of St. Louis which was granted by the President on April 21. By May 11, when the spring flooding period closed, 16 counties and the City of St. Louis were named for Individual Assistance.

In one calendar year from May 7, 1993 through April 21, 1994, Missouri received four Presidential Declarations for Individual Assistance and two Presidential Declarations for Public Assistance for 112 of 114 Missouri counties. The only two counties not declared were Cedar and Dunklin.

In April 1994, the Missouri Emergency Management Association and the State Emergency Management Agency Spring Conference attracted 370 emergency management officials, state agency officials and volunteers to their annual Spring Conference.

State Survivable Crisis Management Program The construction of the new State Emergency Operations Center was completed and SEMA moved into its new quarters in April of 1994. In conjunction with this effort the new data system became operational which increased the agency's ability to manage information by a factor of 100. The new communications system became operational and has furthered the efforts to coordinate all such activities.

SOPs for the use of the new facility are being developed and tested. Numerous training activities are also underway to bring the facility to full operational readiness.

Mitigation and Disaster Assistance The Mitigation and Disaster Assistance Branch was formed which houses Public Assistance (PA), Individual and Family Grants (IFG), Disaster Preparedness Improvement Grants (DPIG), Hazard Mitigation projects, and programs such as the Missouri Community Buyout Program.

Missouri Community Buyout Program The initial meetings between SEMA, the Department of Economic Development and the Missouri Housing Commission with input from the Governor, created the Missouri Community Buyout Program. \$30 million in Federal Hazard Mitigation Funds was matched with \$30 million in Community Development Block Grant (CDBG) funds to purchase primary residences in the floodplains. Of the 54 communities who applied for the buyouts, 44 communities were funded. The 44 communities targeted 2700 primary residences, 1100 mobile home pads, 345 vacant lots adjacent to primary residences, and one senior citizen public housing project. The announcements of communities that received funding began in March 1994.

Training and Exercise Program The Emergency Management Training (EMT) curriculum delivered by SEMA offers an extensive array of training opportunities for State and local emergency managers, public officials, members of volunteer relief organizations, and professionals in related fields. Funded in part by the Civil Defense Act of 1950, the EMT curriculum epitomizes the dual use, consequence management focus of civil defense in today's world. The EMT program has proven itself to be a

comprehensive and effective vehicle to train state and local officials in disaster mitigation, preparedness, response, and recovery. Jurisdictions across Missouri, can and do cope with disaster by preparing in advance through training activities and by using the abilities learned to build local teams and coalitions that respond to emergencies.

The mix of individuals attending SEMA training reflects the diversity growing in emergency management. They represent local elected and appointed officials, state agency officials and even federal agency representatives. The SEMA curricula is structured to meet the needs of this diverse audience with an emphasis on how the various elements work together in emergencies to save lives and protect property and the environment.

The core of the EMT curriculum is the Professional Development Series (PDS) for Emergency Management. Instruction focuses on the four phases of emergency management. PDS courses include: Introduction to Emergency Management; Emergency Planning: Leadership and Influence; Decision Making and Problem Solving; Effective Communication; Developing Volunteer Resources; and Exercise Design. Curricular areas of study include natural hazards (earthquake, radiological protection), leadership, basic management skills, instructional methodology, exercise design and evaluation, information technology, public information, and integrated emergency management. The SEMA training program also offers many other courses that augment the Professional Development Series and provides participants with critical information. These include courses for earthquake mitigation for healthcare facilities, technical mitigation strategies for utility lifeline systems, an entire series of courses on

radiological defense, courses on public policy in emergencies, workshops on hazardous materials planning and preparedness, disaster recovery operations, incident command, sheltering, mass fatality emergencies, and a myriad of other small workshops and public presentations.

FEMA Region VII is widely known for its training programs and Missouri is the cornerstone of the Region. Missouri is recognized by FEMA as one of the premier training programs and is often called upon to pilot test training courses and is regularly asked to provide expertise on curriculum development, course content and field deployment. The four Region VII states comprise 4.7 percent of the nation's population, but regularly delivers seven percent of the nation's emergency management training. Missouri delivers as much as 70 percent of the region's training every year, which equates to Missouri delivering 4.95 percent of the emergency management training in the United States. Missouri comprises only 2.08 percent of the nation's population.

In the fall of 1986 the Congress passed the Superfund Amendments Reauthorization Act (SARA) which required State and local governments to plan for response to spills of hazardous materials. Within Title III of that act was a funding mechanism which would provide states grants to train responders. The Missouri Emergency Response Commission (MERC) was granted training funds under section 305a of the Emergency Planning and Community Right-to-Know Act (Title III or EPCRA). As in the past, the SEMA training section administered these grants for the MERC and coordinated all the training activities with the Department of Natural Resources and the Division of Fire Safety. SEMA sub-granted funds to the University of

Missouri - Columbia's School of Extension. The UMC Fire and Rescue Training Institute and Law Enforcement Training Institute used these funds to train Missouri's First Responders in hazardous material awareness, response operations, pesticide spill response and the incident command system. SEMA's training program works with the Federal, State and local agencies to provide quality hazardous materials response training.

The SEMA training program also supported other programs across the state. The training section provided personnel to support the Callaway Nuclear Plant exercises and supported local and state exercises. The training mission of SEMA includes the support of these programs and grows each year.

The State and Local Exercise Program for SEMA reports performance levels for FY 94. Sixty-five jurisdictions participated in fifty-nine exercises. More than 5,400 individuals helped plan, deliver and evaluate these exercises. Scenarios included technological and natural hazards and national security issues. Jurisdictions also reported twenty-seven actual occurrences involving 3,483 response personnel.

Natural and Technological Hazards Planning The Natural and Technological Hazards Planning Branch, under the supervision of a branch chief, consists of ten personnel working in several emergency preparedness fields.

The branch oversees the following state and federal programs: the Missouri Earthquake Preparedness Program; the Hazardous Materials Program; the Area Coordinator Program; the All-Hazard Planning Program; Financial Assistance Project, and manages the federal "Other Assistance" Program.

The All-Hazard Planning section has the primary responsibility of providing

planning guidance and assistance to counties and cities in the development and/or revision of all-hazard emergency operations plans.

SARA Title III program (hazardous materials) provides funds for training federal, state and local jurisdictions and first responders on hazardous materials planning, response, and incident management.

HAZMAT Financial Assistance Project (FAP) reimburses local jurisdictions on expenses incurred from conducting hazardous materials exercises and allows for expenditures in the research, development or updating, and printing of a statewide hazard analysis. Also allows for expenditures in developing or updating state and local HAZMAT Plans.

The Earthquake Preparedness Program (EP) handles the National Earthquake Hazard Reduction Program (NEHRP) monies that come to Missouri from FEMA. The Missouri Earthquake Program funds the Center for Earthquake Studies at Southeast Missouri State University. It has several joint mapping projects with Missouri Department of Natural Resources, Division of Geology and Land Survey. The new Missouri Seismic Safety Commission is funded by SEMA with NEHRP monies and also provides staff services for the Commission. Missouri's Earthquake program provides speaking services as well as numerous publications through both State staff as well as through the Center for Earthquake Studies.

Public Information In July and November 1993, and in April 1994, the SEMA PIO joined other state and federal agency staff to support the emergency public information functions in response to the severe summer flooding, the severe fall flash flooding, and severe spring flooding. Both 1993 disaster incidents received Presidential Declarations for both Individual and Public Assistance. The April 1994 disaster received

a Presidential Declaration for Individual Assistance only.

In May 1994, the SEMA PIO attended a spokesman training class sponsored by the Cooper Nuclear Power Station in Columbus, Nebraska.

In June 1994, the SEMA PIO participated in an ungraded radiological exercise for Callaway Nuclear Power Plant. A Joint Public Information Center (JPIC) was established at the Union Electric headquarters office in Jefferson City. The JPIC supported exercise functions with other state agencies and the utility company participating in the ungraded drill.

SEMA moved to the new Ike Skelton Training Facility in late April and celebrated the grand opening of the new National Guard/SEMA headquarters on May 21.

Radiological Instruments/Maintenance & Calibration The Radiological Instruments/Maintenance and Calibration (RI/M&C) Program began operations in 1966. This is a federally funded program under a contract between this office and the Federal Emergency Management Agency. The funding for the contract year was \$81,338.00 with no cost to the state.

The program provides for the inspection, maintenance, and calibration of some 49,000 radiological detection and measuring instruments to maintain their operational readiness and mission reliability. They are located in emergency response facilities, state and federal installations and bulk stored in all counties to support the public fallout shelter plans. The instruments and equipment have been granted to the state for radiological protection.

At the present time (excluding nuclear power plant support), all instruments are exchanged on a four-year cycle. They are picked up from the local jurisdiction and processed through the RI/M&C facility for an operability check, calibration and repair if

necessary. They are repacked with new batteries and redistributed to the local jurisdictions.

All instruments used for radiological incident response for nuclear power plants are maintained on a yearly cycle. This involves over 1,900 radiation detection instruments.

RI/M&C also supports radiological response training by providing instruments, radioactive source sets, and other materials as needed. RI/M&C personnel are available to assist as instructors when necessary. The RI/M&C section controls and maintains records on all radioactive source sets used for instrument calibration and training. They are on loan to the state from the Federal Emergency Management Agency.

Radiological Protection Program (RPP) The mission of the State Radiological Protection Program (RPP), known as Radiological Defense (RADEF), is to protect Missouri residents from the hazards of nuclear radiation exposure. This includes radiation from weapons detonation, accidental or intentional, or from peacetime incidents, i.e., transportation, hospitals, research laboratories, laboratories, etc.

Such mitigation is provided through pre-emergency planning and development of state and local Radiological Emergency Support Programs. Each local program includes capabilities for detection, measurement, analysis, and reporting radiological data resulting from weapon detonations or other radiologically complicated emergency situations. Missouri RPP has assisted one hundred sixty-seven (167) local jurisdictions, city, county or special district, to develop RADEF annexes to their Local Emergency Operations Plans as well as special response procedures (SOPs). These annexes are updated on a four year cycle.

There have been several thousand persons trained in radiological monitoring

during the last twenty-five years. Many are no longer in the program but new personnel are trained throughout the state each year. RPP has trained RADEF Officers, radiological emergency response personnel, and Radiological Program Instructors (levels I, II, and III) over the years to help meet local jurisdictions' needs. Twelve aerial radiological monitoring stations have been established, primarily through the Civil Air Patrol.

Communications and Warning

SEMA maintains and operates a communications center in the State Emergency Operations Center. This facility provides daily communications for SEMA, and emergency communications for the Governor's Office, Missouri National Guard Armories, and other state agencies as required. The following systems provide wire line or radio communications with local and federal agencies:

- (1) FEMA National Warning System (NAWAS)
- (2) FEMA Electronic Mail System
- (3) FEMA National Radio System (FNARS)
- (4) State Highway Patrol Radio System
- (5) Missouri Uniform Law Enforcement System-Teletype (MULES)
- (6) Law Enforcement Point-to-Point Radio System
- (7) Sheriff's Mobile System
- (8) Statewide Mutual Aid Frequency
- (9) State National Guard Single Sideband Net; VHF and Tactical FM System
- (10) State Highway Department Radio System
- (11) Emergency Management Administrative Net
- (12) Radio Amateur Civil Emergency Service (RACES)
- (13) Amateur Radio Emergency Services (ARES)

- (14) Emergency Broadcast System Remote Broadcast Unit
- (15) Digital Laser Facsimile Telecopier (FAX)
- (16) Federal Highway Administration, U.S. Department of Transportation emergency communications radio system
- (17) Civil Air Patrol radio communications capability
- (18) State HF single sideband radio network consisting of state office and ten county or city emergency management stations within Missouri with long haul voice and teletype capability
- (19) Nuclear Power Plant radio repeater system at two sites
- (20) Data communication terminals using wire line and radio transmissions
- (21) Statewide administrative emergency 45.12 mobiles used by local jurisdictions
- (22) Corps of Engineers High Frequency Single Sideband radio for river and flood stage reporting
- (23) Transportable Very Small Aperture Satellite (VSAT) system connected to State telephone network to provide emergency "on the scene" communications with state/federal support agencies
- (24) Missouri Farm Bureau satellite E-mail terminal providing electronic messaging to county governments in Missouri
- (25) Weather data and radar imagery receiver
- (26) Radio dispatch console system which provides for single point control of Public Safety and National Guard radio system

A major two day communications/warning exercise was conducted in FY 94 to demonstrate the readiness and operation of the communications center. One exercise, held in early spring each year, was in cooperation with the National Weather Service in preparation for the tornado season.

Mobile Emergency Operations

Center SEMA maintains and operates a 14 foot step van as a mobile communications and command center. It has eight radio systems, including a VHF high band radio repeater with telephone interconnect, a low band to high band VHF repeater and is supported by a trailer mounted emergency power generator. The interior of the vehicle can be quickly configured to accommodate other radio systems. The mobile center is maintained on a standby basis for dispatch to any disaster site in Missouri. This unit also serves as the transportable base station for the Callaway and Cooper Nuclear Plant yearly exercises.

A major benefit of this unit is the use of the sixty foot telescoping antenna tower to extend the range of the installed repeaters. SEMA field teams are able to range up to 20 miles from the communications van using hand held radios.

The Mobile Emergency Operating Center was used two times this year for training and public relations functions.

Beginning in FY 94, the Direction, Control and Warning Program which included the three sub-programs of Maintenance and Services, Warning and Communications Systems, and

Emergency Operating Center was integrated into a single program identified as Facilities and Equipment.

Facilities and Equipment Program

This program provides up to 50% federal reimbursement funds to eligible state and local governments for the development and maintenance of facilities and equipment for emergency management functions in support of Survivable Crisis Management which is the ongoing focus of emergency management. The objective of Survivable Crisis Management (SCM) is to provide a nationwide network of statewide emergency management systems which provide state and local government the capability to survive any emergency and to continue to govern.

Federal funding for the Facilities and Equipment program during FY 94 was \$14,850.00.

Budget SEMA was appropriated

\$137,435,791.00 from state general revenue funds for fiscal period July 1, 1993 through June 30, 1994. These funds are used for state operating costs, as well as match monies for Federal Emergency Management Assistance programs.

Operating costs:

Personal Services	\$579,471.00
Expense & Equipment	<u>267,746.00</u>
	\$847,217.00

General Revenue Federal Funds Total

\$916,932.00	\$1,496,403.00
<u>605,379.00</u>	<u>873,125.00</u>
\$1,522,311.00	\$2,369,528.00

Total funds disbursed by this agency during the 1994 fiscal year July 1, 1993 through June 30, 1994, in support of various programs: \$116,173,338.00

Disaster costs:

General Revenue
\$10,066,263

Federal Funds
\$125,000,000.00

Total

\$135,066,263

OFFICE OF AIR SEARCH AND RESCUE

Created by the Missouri legislature in 1979, this office is within the military division of the executive department, Office of the Adjutant General. The ex-officio head of the office is the Missouri Wing Commander of the Civil Air Patrol. The purpose of this office is to perform aerial and ground search and rescue, and disaster relief operations utilizing the personnel of the Missouri Wing Civil Air Patrol (CAP).

Missouri Wing CAP consists of approximately 868 volunteers, of which 438 are senior members and 406 are cadets, and 24 are members of the AFROTC detachment at University of Missouri, Columbia. There are 36 Units throughout the State of Missouri. The following are the missions performed:

Search and Rescue

- Locating missing and overdue aircraft
- Locating missing persons
- Locating and silencing inadvertent Emergency Locator Transmitters (ELT's).

Disaster Preparedness

- Establishing communications
- Aerial damage assessment
- Aerial transport of supplies, equipment, dog teams, key personnel, etc.
- Assistance to the American Red Cross
- Assistance to the Salvation Army
- Administration of a Temporary Flight Restriction Zone in cooperation with the FAA.

Drug Interdiction Program

- Support to Drug Enforcement Agency
- Support to the U.S. Customs
- Support to the Forestry Service
- Support to the Environmental Protection Agency

Search and Rescue missions are originated through the U.S. Air Force Rescue Coordination Center located at Langley Air Force Base, Virginia, and charged with all inland search and rescue within the continental U.S. boundaries. Additionally local and State law or elected officials may call on the service of the CAP.

Disaster relief missions are originated by the U.S. Air Force National Security Emergency Preparedness, Federal and State Emergency management agencies, and various counties that have memorandums of understanding with the CAP. National agreements are in effect with American Red Cross, the Salvation Army, The U.S. Air Force and Federal Emergency Management Agency.

During disasters, Civil Air Patrol will coordinate air traffic within the Temporary Flight Restricted Areas for the Federal Aviation Administration. Coordination of all air space includes both civilian and military air traffic.

Drug interdiction missions are authorized by the requesting agency. These missions may be surveillance, transport, or search type missions.

In addition to real missions, the Missouri Wing will conduct several training exercises to further train our volunteers in proper search and rescue techniques. In 1995, the Wing conducted 5 practice exercises in various portions of the state. Community exercises are conducted with FEMA, SEMA, and local officials.

ECONOMIC IMPACT BY COMMUNITY FOR FY 94

CITY	TOTAL STATE ECONOMIC	TOTAL FEDERAL ECONOMIC	TOTAL STATE & FEDERAL
ALBANY	22,695.00	442,461.17	465,156.17
ANDERSON	19,181.00	364,195.37	383,376.37
AURORA	71,796.00	2,637,734.27	2,709,530.27
BERNIE	22,668.00	227,087.97	249,755.97
BOONVILLE	22,398.00	234,865.91	257,263.91
CAMP CLARK	7,559.00	505,193.61	512,752.61
CAMP CROWDER		892,575.32	892,575.32
CAPE GIRARDEAU	48,330.00	2,438,423.93	2,486,753.93
CARROLLTON	20,058.00	476,112.55	496,170.55
CARTHAGE	27,387.00	595,152.71	622,539.71
CARUTHERSVILLE	19,177.00	112,155.35	131,332.35
CHARLESTON	17,332.00	94,971.72	112,303.72
CHILlicothe	65,783.00	437,770.92	503,553.92
CLINTON	37,799.00	423,645.42	461,444.42
COLUMBIA	27,036.00	1,387,202.09	1,414,238.09
DE SOTO	30,431.00	437,219.92	467,650.92
DEXTER	25,157.00	935,244.30	960,401.30
DONIPHAN	21,205.00	328,407.70	349,612.70
ELDON	19,839.00	221,480.13	241,319.13
FARMINGTON	24,048.00	511,949.27	535,997.27
FESTUS	36,691.00	1,510,916.38	1,547,607.38
FREDERICKTOWN	21,432.00	662,892.75	684,324.75
FULTON	35,401.00	600,345.83	635,746.83
FT LEONARD WOOD	71,761.00	1,044,972.00	1,116,733.00
HANNIBAL	58,705.00	655,858.11	714,563.11
HARRISONVILLE	22,924.00	1,005,668.95	1,028,592.95
INDEPENDENCE	26,007.00	397,249.66	423,256.66
JACKSON	17,673.00	316,869.69	334,542.69
JEFFERSON BKS (ARNG)	110,457.00	2,553,285.76	2,663,742.76
JEFFERSON BKS (ANG)	334,114.00	1,857,000.75	2,191,114.75
JEFFERSON CITY (ARNG)	4,060,330.00	17,464,657.66	21,524,987.66
JEFFERSON CITY (ANG)	8,559.00	152,481.00	161,040.00
JOPLIN	46,808.00	1,543,650.64	1,590,458.64
KANSAS CITY	172,550.00	5,624,779.65	5,797,329.65
KENNETT	19,904.00	470,171.88	490,075.88
KIRKSVILLE	30,059.00	367,268.89	397,327.89
LAMAR	16,979.00	321,940.45	338,919.45
LEBANON	22,121.00	498,938.09	521,059.09
LEXINGTON	59,048.00	2,188,101.78	2,247,149.78
MACON	22,662.00	656,239.22	678,901.22
MARSHALL	22,207.00	709,209.25	731,416.25
MARYVILLE	26,566.00	879,625.11	906,191.11
MEXICO	24,851.00	716,566.10	741,417.10
MOBERLY	29,751.00	429,412.80	459,163.80

ECONOMIC IMPACT BY COMMUNITY FOR FY 94

CITY	TOTAL STATE ECONOMIC	TOTAL FEDERAL ECONOMIC	TOTAL STATE & FEDERAL
MONETT	19,482.00	432,464.05	451,946.05
MTN GROVE	21,283.00	1,269,244.24	1,290,527.24
NEOSHO	15,089.00	839,827.84	854,916.84
NEVADA	118,826.00	5,908,846.91	6,027,672.91
OSAGE BEACH	16,635.00	127,235.30	143,870.30
PERRYVILLE	24,448.00	388,160.12	412,608.12
PIERCE CITY	14,552.00	365,421.65	379,973.65
POPULAR BLUFF	29,175.00	3,282,325.10	3,311,500.10
PORTAGEVILLE	21,589.00	230,002.06	251,591.06
RAYTOWN	52,444.00	403,179.63	455,623.63
RICHMOND	22,415.00	378,152.01	400,567.01
ROLLA	31,466.00	1,092,320.91	1,123,786.91
SALEM	26,326.00	189,706.44	216,032.44
SAVANAH	12,053.00	179,072.05	191,125.05
SEDALIA	32,164.00	1,413,715.54	1,445,879.54
SIKESTON	20,578.00	346,025.93	366,603.93
SPRINGFIELD	66,770.00	58,152,033.84	58,218,803.84
ST. CLAIR	37,912.00	329,602.44	367,514.44
ST. JOSEPH (ARNG)	36,388.00	1,611,568.24	1,647,956.24
ST. JOSEPH (ANG)	440,218.00	39,094,721.24	39,534,939.24
ST. LOUIS (ARNG)		753,353.95	753,353.95
ST. LOUIS (ANG)	586,767.00	37,927,717.50	38,514,484.50
TRENTON	31,851.00	765,840.21	797,691.21
WARRENSBURG	25,063.00	3,882,594.39	3,907,657.39
WARRENTON	26,855.00	392,125.96	418,980.96
WEBB CITY	21,366.00	294,130.11	315,496.11
WENTZVILLE	16,508.00	339,839.68	356,347.68
WEST PLAINS	22,348.00	428,226.02	450,574.02
WHITEMAN AFB	9,274.00	1,625,843.71	1,635,117.71
TOTAL	7,647,284.00	218,775,249.10	226,422,533.10

NUMBER OF EMPLOYEES BY COMMUNITY FOR FY 94

CITY	NUMBER OF GUARD MEMBERS		AGR	TECH	TOTAL FEDERAL	STATE	TOTAL EMPLOYEES
ALBANY	87	2	1	90	0.5	90.5	
ANDERSON	59	2	1	62	0.5	62.5	
AURORA	159	4	2	165	0.5	165.5	
BERNIE	45	2		47	0.5	47.5	
BOONVILLE	59	1		60	0.5	60.5	
CAMP CLARK	114	14		128	11	139.0	
CAPE GIRARDEAU	206	2	16	224	2	226.0	
CARROLLTON	45	2		47	0.5	47.5	
CARTHAGE	128	4	1	133	0.35	133.4	
CARUTHERSVILLE	42	7	1	50	0.5	50.5	
CENTERTOWN	31	8		39	1	40.0	
CHARLESTON	24	9		33	0.35	33.4	
CHILLICOTHE	88	3		91	0.5	91.5	
CLINTON	104		1	104	0.5	104.5	
COLUMBIA	114	9		124	0.5	124.5	
DE SOTO	88	3		91	0.5	91.5	
DEXTER	135	5		140	0.35	140.4	
DONIPHAN	51	2		53	0.5	53.5	
ELDON	66			66	0.5	66.5	
FARMINGTON	115	1	1	117	0.5	117.5	
FESTUS	185	3	8	196	1	197.0	
FREDERICKTOWN	29			29	0.5	29.5	
FULTON	60	8	1	69	1	70.0	
FT LEONARD WOOD	115	9	3	127	1	128.0	
HANNIBAL	164	3	1	168	0.5	168.5	
HARRISONVILLE	136	4	6	146	0.5	146.5	
INDEPENDENCE	76	3		79	0.5	79.5	
JACKSON	55	1		56	0.25	56.3	
JEFFERSON BRKS (ARNG)	341	14	14	369	20	389.0	
JEFFERSON CITY (ARNG)	769	127	294	1190	116.3	1,306.3	
JEFFERSON CITY (ANG)	28			28	0.5	28.5	
JOPLIN	136	10	2	148	0.75	148.8	
KANSAS CITY	607	32	6	645	5	650.0	
KENNETT	57	4		61	0.5	61.5	
KIRKSVILLE	78	2		80	0.5	80.5	
LAMAR	54		1	55	0.5	55.5	
LEBANON	68	4	1	73	0.5	73.5	
LEXINGTON	222	16		238	1	239.0	
MACON	115	3		118	1.5	119.5	
MARSHALL	68	2	8	78	0.5	78.5	
MARYVILLE	86	9	1	96	0.57	96.6	

NUMBER OF EMPLOYEES BY COMMUNITY FOR FY 94

CITY	NUMBER OF GUARD MEMBERS				TOTAL FEDERAL	STATE	TOTAL EMPLOYEES
		AGR	TECH				
MEXICO	64	2	9		75	0.5	75.5
MOBERLY	77	3			80	0.5	80.5
MONETT	70	3			73	0.5	73.5
MTN GROVE	117	1			118	0.75	118.8
NEOSHO	61	2	16		79	4.5	83.5
NEVADA	55	5	12		72	0.1	72.1
OSAGE BEACH	33				33	0.5	33.5
PERRYVILLE	64	3			67	0.5	67.5
PIERCE CITY	58		1		59	0.27	59.3
POPLAR BLUFF	118	12	14		144	1.5	145.5
PORTAGEVILLE	48	1			49	0.26	49.3
RAYTOWN			9		9		9.0
RICHMOND	57	4			61	0.35	61.4
ROLLA	83	3	8		94		94.0
SALEM	43	1			44	0.5	44.5
SAVANAH	45				45		45.0
SEDALIA	141	7	4		152	0.5	152.5
SIKESTON	52	3	1		56	0.5	56.5
SPRINGFIELD	585	52	137		774	9.5	783.5
ST. CLAIR		3			3	1.5	4.5
ST. JOSEPH (ARNG)	167	9	8		184	1	185.0
ST. JOSEPH (ANG)	906				906	56	962.0
ST. LOUIS (ANG)	1,782				1,782	38	1,820.0
TRENTON	90	3	7		100	0.7	100.7
WARRENSBURG	252	20			272	0.5	272.5
WARRENTON		2			2	0.5	2.5
WEBB CITY	59				59	0.5	59.5
WENTZVILLE	95				95	0.1	95.1
WEST PLAINS	52	3			55	0.35	55.4
WHITEMAN AFB			30		30	1	31.0
TOTAL	10,383	476	626		11,485	296.8	11,781.8

PAY BY COMMUNITY FOR FY 94

CITY	M-DAY PAY	TECH PAY	AGR PAY	STATE PAY	TOTAL PAY STATE & PAY
ALBANY	225,065.52	27,594.00	84,007.00	6,470.00	343,136.52
ANDERSON	152,630.64	29,787.00	77,444.00	6,879.00	266,740.64
AURORA	411,326.64	28,919.00	168,014.00	6,453.00	614,712.64
BERNIE	116,413.20		32,949.00	6,470.00	155,832.20
BOONVILLE	152,630.64		38,722.00	6,249.00	197,601.64
CAMP CLARK	294,913.44		200,963.00	1,732.00	497,608.44
CAMP CROWDER	532,913.76	376,228.00	0.00	13,720.00	922,861.76
CAPE GIRARDEAU	116,413.20		634,051.00	6,117.00	756,581.20
CARROLLTON	331,130.88	24,772.00	84,007.00	5,116.00	445,025.88
CARTHAGE	108,652.32	21,235.00	149,905.00	6,470.00	286,262.32
CARUTHERSVILLE	80,195.76		0.00	1,732.00	81,927.76
CHARLESTON	62,087.04			4,679.00	66,766.04
CHILlicoTHE	227,652.48		129,292.00	6,670.00	363,614.48
CLINTON	269,043.84			6,554.00	275,597.84
COLUMBIA	294,913.44	61,103.00	339,861.00	6,470.00	702,347.44
DE SOTO	227,652.48		110,393.00	6,075.00	344,120.48
DEXTER	349,239.60		189,718.00	5,116.00	544,073.60
DONIPHAN	131,934.96		71,671.00	6,470.00	210,075.96
ELDON	170,739.36		0.00	6,471.00	177,210.36
FARMINGTON	297,500.40	27,425.00	38,722.00	6,890.00	370,537.40
FESTUS	478,587.60	197,265.00	122,729.00	11,489.00	810,070.60
FREDERICKTOWN	75,021.84			5,506.00	80,527.84
FULTON	155,217.60	27,594.00	354,677.00	13,720.00	551,208.60
FT LEONARD WOOD	297,500.40	50,945.00	385,739.00	53,259.00	787,443.40
HANNIBAL	424,261.44	30,559.00	122,729.00	6,470.00	584,019.44
HARRISONVILLE	351,826.56	143,320.00	161,451.00	6,432.00	663,029.56
INDEPENDENCE	196,608.96		122,729.00	2,639.00	321,976.96
JACKSON	142,282.80		38,722.00	6,470.00	187,474.80
JEFFERSON BKS (ARNG)	882,153.36		633,455.00	5,093.00	1,520,701.36
JEFFERSON BKS (ANG)	0.00	338,650.00	3,051,831.00	283,478.00	3,673,959.00
JEFFERSON CITY (ARNG)	1,989,372.24	13,023,492.00	6,588,834.00	1,043,555.00	22,645,253.24
JEFFERSON CITY (ANG)	152,481.00			1,732.00	154,213.00
JOPLIN	351,826.56	59,021.00	77,444.00	9,064.00	497,355.56
KANSAS CITY	1,570,284.72	159,291.00	1,497,323.00	70,700.00	3,297,598.72
KENNEDT	147,456.72		189,211.00	6,470.00	343,137.72
KIRKSVILLE	201,782.88		90,570.00	6,470.00	298,822.88
LAMAR	139,695.84	24,054.00		6,470.00	170,219.84
LEBANON	175,913.28	27,594.00	154,888.00	6,470.00	364,865.28
LEXINGTON	574,305.12		854,956.00	11,536.00	1,440,797.12
MACON	297,500.40		129,292.00	6,074.00	432,866.40
MARSHALL	175,913.28	216,415.00	90,570.00	6,470.00	489,368.28
MARYVILLE	222,478.56	28,570.00	426,815.00	7,259.00	685,122.56
MEXICO	165,565.44		90,570.00	7,034.00	263,169.44
MOBERLY	199,195.92		116,956.00	6,470.00	322,621.92
MONETT	181,087.20		129,292.00	9,064.00	319,443.20
MTN GROVE	302,674.32		38,722.00	6,470.00	347,866.32
NEOSHO	157,804.56	602,876.00	84,007.00	4,651.00	849,338.56
NEVADA	142,282.80	211,181.00	0.00	7,598.00	361,061.80
OSAGE BEACH	85,369.68		0.00	7,034.00	92,403.68
PERRYVILLE	165,565.44		129,292.00	7,170.00	302,027.44

PAY BY COMMUNITY FOR FY 94

CITY	M-DAY PAY	TECH PAY	AGR PAY	STATE PAY	TOTAL PAY STATE & PAY
PIERCE CITY	150,043.68	25,475.00		4,383.00	179,901.68
POPULAR BLUFF	305,261.28	216,036.00	517,655.00	6,470.00	1,045,422.28
PORTAGEVILLE	124,174.08		38,722.00	4,162.00	167,058.08
RAYTOWN	0.00	240,035.00		12,778.00	252,813.00
RICHMOND	147,456.72		168,804.00	5,116.00	321,376.72
ROLLA	214,717.68	181,644.00	205,405.00	1,732.00	603,498.68
SALEM	111,239.28		32,949.00	6,470.00	150,658.28
SAVANAH	116,413.20			5,116.00	121,529.20
SEDALIA	364,761.36	149,848.00	372,120.00	6,470.00	893,199.36
SIKESTON	134,521.92	25,475.00	116,956.00	6,470.00	283,422.92
SPRINGFIELD	1,513,371.60	6,090,280.00	2,309,011.00	21,606.00	9,934,268.60
ST. CLAIR	0.00		110,393.00	6,470.00	116,863.00
ST. JOSEPH (ARNG)	432,022.32	215,677.00	414,776.00	8,180.00	1,070,655.32
ST. JOSEPH (ANG)	6,827,199.24	8,614,905.00		350,243.00	15,792,347.24
ST. LOUIS (ARNG)	0.00	17,078,461.00	663,455.00	451,930.00	18,193,846.00
ST. LOUIS (ANG)	9,704,326.50	170,435.00		8,500.00	9,883,261.50
TRENTON	232,826.40		116,956.00	5,685.00	355,467.40
WARRENSBURG	651,913.92		923,389.00	6,864.00	1,582,166.92
WARRENTON	651,913.92		84,007.00	6,470.00	742,390.92
WEBB CITY	152,630.64			2,672.00	155,302.64
WENTZVILLE	245,761.20			5,116.00	250,877.20
WEST PLAINS	134,521.92	959,570.00	129,292.00	1,732.00	1,225,115.92
WHITEMAN AFB					0.00
TOTAL	37,170,142.98	49,705,731.00	24,236,413.00	2,689,755.00	113,802,041.98

CAPITAL EXPENDITURES BY COMMUNITY FOR FY 94

CITY	STATE CONSTRUCTION	FEDERAL CONSTRUCTION
ALBANY	270.00	
AURORA	48,608.00	9,510.00
CHILLICOTHE	38,721.00	
CLINTON	11,158.00	
COLUMBIA	5,944.00	
FT LEONARD WOOD		228,228.00
HANNIBAL	22,004.00	
HARRISONVILLE	1,715.00	
INDEPENDENCE	1,715.00	
JEFFERSON CITY (ARNG)	2,515,921.00	1,272,508.46
JOPLIN	9,050.00	
KANSAS CITY	3,927.00	
LEXINGTON	1,715.00	
NEOSHO		400,106.98
NEVADA	90,730.00	
RICHMOND	1,715.00	
ST. CLAIR	9,050.00	
WARRENSBURG	1,715.00	
WHITEMAN AFB	1,715.00	2,338,696.00
 TOTAL	 2,765,673.00	 4,249,049.44

POLITICAL DIVISIONS BY COMMUNITY

CITY	COUNTY	US CONGRESSIONAL DISTRICT	STATE SENATE DISTRICT	STATE LEGISLATIVE DISTRICT
ALBANY	GENTRY	6	12	5
ANDERSON	McDONALD	7	32	130
AURORA	LAWERENCE	7	28	133
BERNIE	STODDARD	8	25	163
BOONVILLE	COOPER	6	6	117
CAMP CLARK	VERNON	4	28	126
CAMP CROWDER	NEWTON	7	32	130
CAPE GIRARDEAU	CAPE GIRARDEAU	8	12	7
CARROLLTON	CARROLL	6	12	7
CARTHAGE	JASPER	7	32	126
CARUTHERSVILLE	PEMISCOT	8	25	162
CHARLESTON	MISSISSIPPI	8	27	161
CHILlicoTHE	LIVINGSTON	6	12	7
CLINTON	HENRY	4	31	120
COLUMBIA	BOONE	9	19	23
DE SOTO	JEFFERSON	3	20	104
DEXTER	STODDARD	8	25	159
DONIPHAN	RIPLEY	8	20	153
ELDON	MILLER	4	6	115
FARMINGTON	ST FRANCIOS	8	20	106
FESTUS	JEFFERSON	3	22	103
FREDERICKTOWN	MADISON	8	27	106
FT LEONARD WOOD	PULASKI	4	33	147
FULTON	CALLAWAY	9	16	20
HANNIBAL	MARION	9	18	10
HARRISONVILLE	CASS	4	31	124
INDEPENDENCE	JACKSON	5	11	49
JACKSON	CAPE GIRARDEAU	8	27	158
JEFFERSON BKS (ANG)	ST LOUIS	3	1	96
JEFFERSON BKS (ARNG)	ST LOUIS	3	1	96
JEFFERSON CITY (ANG)	COLE	4	6	114
JEFFERSON CITY (ARNG)	COLE	4	6	114
JOPLIN	JASPER	7	32	129
KANSAS CITY	JACKSON	5	9	50
KENNEDT	DUNKLIN	8	25	163
KIRKSVILLE	ADAIR	9	18	2
LAMAR	BARTON	7	28	126
LEBANON	LACLEDE	4	33	146
LEXINGTON	LAFAYETTE	4	21	122
MACON	MACON	9	18	8
MARSHALL	SALINE	4	21	26
MARYVILLE	NODAWAY	6	12	4
MEXICO	AUDRAIN	9	18	21
MOBERLY	RANDOLPH	9	19	22
MONETT	BARRY	7	29	132
MTN GROVE	WRIGHT	8	33	144
NEOSHO	NEWTON	7	32	130
NEVADA	VERNON	4	28	126
OSAGE BEACH	MILLER	4	6	115
PERRYVILLE	PERRY	8	27	155

POLITICAL DIVISIONS BY COMMUNITY

CITY	COUNTY	US CONGRESSIONAL DISTRICT	STATE SENATE DISTRICT	STATE LEGISLATIVE DISTRICT
PIERCE CITY	LAWRENCE	7	28	132
POPULAR BLUFF	BUTLER	8	25	154
PORTAGEVILLE	NEW MADRID	8	25	161
RAYTOWN	JACKSON	5	10	56
RICHMOND	RAY	6	21	36
ROLLA	PHELPS	8	16	149
SALEM	DENT	8	16	150
SAVANAH	ANDREW	6	34	5
SEDALIA	PETTIS	4	21	118
SIKESTON	SCOTT	8	25	160
SPRINGFIELD	GREENE	7	30	139
ST. CLAIR	FRANKLIN	9	26	110
ST. JOSEPH (ANG)	BUCHANAN	6	34	28
ST. JOSEPH (ARNG)	BUCHANAN	6	34	28
ST. LOUIS (ANG)	ST LOUIS	2	24	79
ST. LOUIS (ARNG)	ST LOUIS	2	24	79
TRENTON	GRUNDY	6	12	3
WARRENSBURG	JOHNSON	4	31	121
WARRENTON	WARREN	9	2	19
WEBB CITY	JASPER	7	32	127
WENTZVILLE	ST CHARLES	9	23	13
WEST PLAINS	HOWELL	8	29	151
WHITEMAN AFB	JOHNSON	4	31	121

ECONOMIC IMPACT BY U.S. CONGRESSIONAL DISTRICT FOR FY 94

US CONGRESSIONAL DISTRICT	TOTAL STATE ECONOMIC	TOTAL FEDERAL ECONOMIC	TOTAL STATE & FEDERAL IMPACT
2	586,767.00	38,681,071.45	39,267,838.45
3	511,693.00	6,358,422.81	6,870,115.81
4	4,534,109.00	37,172,583.74	41,706,692.74
5	251,001.00	6,425,208.94	6,676,209.94
6	700,425.00	44,500,189.41	45,200,614.41
7	319,410.00	66,439,126.25	66,758,536.25
8	434,139.00	13,324,185.38	13,758,324.38
9	309,740.00	5,874,461.12	6,184,201.12
TOTAL	7,647,284.00	218,775,249.10	226,422,533.10

**NUMBER OF NATIONAL GUARD EMPLOYEES
BY CONGRESSIONAL DISTRICT FOR FY 94**

US CONGRESSIONAL DISTRICT	TOTAL FEDERAL EMPLOYEE	TOTAL STATE EMPLOYEE	TOTAL EMPLOYEES
2	1,882.0	38.0	1,920.0
3	712.0	21.5	733.5
4	2,437.0	135.9	2,572.9
5	654.0	5.5	659.5
6	1,938.0	60.6	1,998.6
7	1,784.0	17.9	1,801.9
8	1,247.0	10.3	1,257.3
9	831.0	7.1	838.1
TOTAL	11,485.0	296.8	11,781.8

PAY BY U.S. CONGRESSIONAL DISTRICT FOR FY 94

US CONGRESSIONAL DISTRICT	STATE PAY	M-DAY PAY	AGR PAY	TECHNICIAN PAY	TOTAL COMBINED PAY
2	460,430.00	9,937,152.90	663,455.00	17,248,896.00	28,309,933.90
3	306,135.00	1,588,393.44	3,918,408.00	535,915.00	6,348,851.44
4	1,172,177.00	5,696,336.28	9,732,910.00	13,822,795.00	30,424,218.28
5	86,117.00	1,766,893.68	1,620,052.00	399,326.00	3,872,388.68
6	406,104.00	9,333,963.48	1,463,379.00	8,911,518.00	20,114,964.48
7	91,432.00	3,945,114.00	2,995,117.00	7,257,875.00	14,289,538.00
8	96,596.00	2,876,699.52	2,404,037.00	1,410,150.00	6,787,482.52
9	70,764.00	2,025,589.68	1,439,055.00	119,256.00	3,654,664.68
TOTAL	2,689,755.00	37,170,142.98	24,236,413.00	49,705,731.00	113,802,041.98

ECONOMIC IMPACT BY SENATORIAL DISTRICT FOR FY 94

STATE SENATE DISTRICT	STATE ECONOMIC IMPACT	FEDERAL ECONOMIC IMPACT	TOTAL STATE & FEDERAL
1	444,571	4,410,287	4,854,858
2	26,855	392,126	418,981
6	4,127,761	18,200,720	22,328,481
9	172,550	5,624,780	5,797,330
10	52,444	403,180	455,624
11	26,007	397,250	423,257
12	215,283	5,440,234	5,655,517
16	93,193	1,882,373	1,975,566
18	136,277	2,395,932	2,532,209
19	56,787	1,816,615	1,873,402
20	75,684	1,277,577	1,353,261
21	135,834	4,689,179	4,825,013
22	36,691	1,510,916	1,547,607
23	16,508	339,840	356,348
24	586,767	38,681,071	39,267,838
25	158,248	5,603,013	5,761,261
26	37,912	329,602	367,514
27	80,885	1,462,894	1,543,779
28	229,712	9,739,137	9,968,849
29	41,830	860,690	902,520
30	66,770	58,152,034	58,218,804
31	95,060	6,937,752	7,032,812
32	129,831	4,529,532	4,659,363
33	115,165	2,813,154	2,928,319
34	488,659	40,885,362	41,374,021
TOTAL	7,647,284	218,775,249	226,422,533

**NUMBER OF NATIONAL GUARD EMPLOYEES BY
SENATORIAL DISTRICT FOR FY 94**

STATE SENATE DISTRICT	TOTAL FEDERAL EMPLOYEE	TOTAL STATE EMPLOYEE	TOTAL COMBINED EMPLOYEES
1	425.0	20.0	445.0
2	59.0	0.5	59.5
6	1,377.0	119.3	1,496.3
9	645.0	5.0	650.0
10	9.0	0.0	9.0
11		0.5	0.5
12	729.0	4.77	733.8
16	207.0	1.5	208.5
18	441.0	3.0	444.0
19	204.0	1.0	205.0
20	261.0	1.5	262.5
21	529.0	2.35	531.4
22	196.0	1.0	197.0
23	55.0	0.1	55.1
24	1,882.0	38.0	1,920.0
25	536.0	4.11	540.1
26	3.0	1.5	4.5
27	208.0	1.6	209.6
28	479.0	12.37	491.4
29	103.0	0.85	103.9
30	774.0	9.5	783.5
31	252.0	2.5	254.5
32	658.0	6.6	664.6
33	318.0	2.25	320.3
34	1,135.0	57.0	1,192.0
TOTAL	11,485.0	296.8	11,781.8

PAY BY SENATORIAL DISTRICT FOR FY 94

STATE SENATE DISTRICT	STATE PAY	M-DAY PAY	AGR PAY	TECH PAY	TOTAL COMBINED PAY
1	288,571.00	882,153.36	3,685,286.00	338,650.00	5,194,660.36
2	6,470.00	152,630.64	84,007.00		243,107.64
6	1,065,041.00	2,550,592.92	6,627,556.00	13,023,492.00	23,266,681.92
9	70,700.00	1,570,284.72	1,497,323.00	159,291.00	3,297,598.72
10	12,778.00			240,035.00	252,813.00
11	2,639.00	196,608.96	122,729.00		321,976.96
12	37,317.00	1,774,654.56	1,475,128.00	80,936.00	3,368,035.56
16	21,922.00	481,174.56	593,031.00	209,238.00	1,305,365.56
18	26,048.00	1,089,110.16	433,161.00	30,559.00	1,578,878.16
19	12,940.00	494,109.36	456,817.00	61,103.00	1,024,969.36
20	19,435.00	657,087.84	220,786.00	27,425.00	924,733.84
21	29,592.00	1,262,436.48	1,486,450.00	366,263.00	3,144,741.48
22	11,489.00	478,587.60	122,729.00	197,265.00	810,070.60
23	5,116.00	134,521.92			139,637.92
24	460,430.00	9,937,152.90	663,455.00	17,248,896.00	28,309,933.90
25	36,890.00	1,257,262.56	1,085,211.00	241,511.00	2,620,874.56
26	6,470.00		110,393.00		116,863.00
27	23,825.00	444,957.12	168,014.00		636,796.12
28	26,636.00	1,138,262.40	368,977.00	289,629.00	1,823,504.40
29	10,796.00	181,087.20	258,584.00	959,570.00	1,410,037.20
30	21,606.00	1,513,371.60	2,309,011.00	6,090,280.00	9,934,268.60
31	19,850.00	1,272,784.32	1,084,840.00	143,320.00	2,520,794.32
32	43,456.00	1,549,589.04	388,800.00	1,089,147.00	3,070,992.04
33	66,199.00	776,088.00	579,349.00	78,539.00	1,500,175.00
34	363,539.00	7,375,634.76	414,776.00	8,830,582.00	16,984,531.76
TOTAL	2,689,755.00	37,170,142.98	24,236,413.00	49,705,731.00	113,802,041.98

ECONOMIC IMPACT BY STATE LEGISLATIVE DISTRICT FOR FY 94

STATE LEGISLATIVE DISTRICT	STATE ECONOMIC IMPACT	FEDERAL ECONOMIC IMPACT	TOTAL STATE & FEDERAL
2	\$30,059.00	\$367,268.89	\$397,327.89
3	\$31,851.00	\$765,840.21	\$797,691.21
4	\$26,566.00	\$879,625.11	\$906,191.11
5	\$34,748.00	\$621,533.22	\$656,281.22
7	\$134,171.00	\$3,352,307.40	\$3,486,478.40
8	\$22,662.00	\$656,239.22	\$678,901.22
10	\$58,705.00	\$655,858.11	\$714,563.11
13	\$16,508.00	\$339,839.68	\$356,347.68
19	\$26,855.00	\$392,125.96	\$418,980.96
20	\$35,401.00	\$600,345.83	\$635,746.83
21	\$24,851.00	\$716,566.10	\$741,417.10
22	\$29,751.00	\$429,412.80	\$459,163.80
23	\$27,036.00	\$1,387,202.09	\$1,414,238.09
26	\$22,207.00	\$709,209.25	\$731,416.25
28	\$476,606.00	\$40,706,289.48	\$41,182,895.48
36	\$22,415.00	\$378,152.01	\$400,567.01
49	\$26,007.00	\$397,249.66	\$423,256.66
50	\$172,550.00	\$5,624,779.65	\$5,797,329.65
56	\$52,444.00	\$403,179.63	\$455,623.63
79	\$586,767.00	\$38,681,071.45	\$39,267,838.45
96	\$444,571.00	\$4,410,286.51	\$4,854,857.51
103	\$36,691.00	\$1,510,916.38	\$1,547,607.38
104	\$30,431.00	\$437,219.92	\$467,650.92
106	\$45,480.00	\$1,174,842.02	\$1,220,322.02
110	\$37,912.00	\$329,602.44	\$367,514.44
114	\$4,068,889.00	\$17,617,138.66	\$21,686,027.66
115	\$36,474.00	\$348,715.43	\$385,189.43
117	\$22,398.00	\$234,865.91	\$257,263.91
118	\$32,164.00	\$1,413,715.54	\$1,445,879.54
120	\$37,799.00	\$423,645.42	\$461,444.42
121	\$34,337.00	\$5,508,438.10	\$5,542,775.10
122	\$59,048.00	\$2,188,101.78	\$2,247,149.78
124	\$22,924.00	\$1,005,668.95	\$1,028,592.95
126	\$170,751.00	\$7,331,133.68	\$7,501,884.68
127	\$21,366.00	\$294,130.11	\$315,496.11
129	\$46,808.00	\$1,543,650.64	\$1,590,458.64
130	\$34,270.00	\$2,096,598.53	\$2,130,868.53
132	\$34,034.00	\$797,885.70	\$831,919.70
133	\$71,796.00	\$2,637,734.27	\$2,709,530.27
139	\$66,770.00	\$58,152,033.84	\$58,218,803.84
144	\$21,283.00	\$1,269,244.24	\$1,290,527.24
146	\$22,121.00	\$498,938.09	\$521,059.09
147	\$71,761.00	\$1,044,972.00	\$1,116,733.00
149	\$31,466.00	\$1,092,320.91	\$1,123,786.91

ECONOMIC IMPACT BY STATE LEGISLATIVE DISTRICT FOR FY 94

STATE LEGISLATIVE DISTRICT	STATE ECONOMIC IMPACT	FEDERAL ECONOMIC IMPACT	TOTAL STATE & FEDERAL
150	\$26,326.00	\$189,706.44	\$216,032.44
151	\$22,348.00	\$428,226.02	\$450,574.02
153	\$21,205.00	\$328,407.70	\$349,612.70
154	\$29,175.00	\$3,282,325.10	\$3,311,500.10
155	\$24,448.00	\$388,160.12	\$412,608.12
158	\$17,673.00	\$316,869.69	\$334,542.69
159	\$25,157.00	\$935,244.30	\$960,401.30
160	\$20,578.00	\$346,025.93	\$366,603.93
161	\$38,921.00	\$324,973.78	\$363,894.78
162	\$19,177.00	\$112,155.35	\$131,332.35
163	\$42,572.00	\$697,259.85	\$739,831.85
TOTAL	\$7,647,284.00	\$218,775,249.10	\$226,422,533.10

**NUMBER OF NATIONAL GUARD EMPLOYEES
BY STATE LEGISLATIVE DISTRICT FOR FY 94**

STATE LEGISLATIVE DISTRICT	TOTAL FEDERAL EMPLOYEE	TOTAL STATE EMPLOYEE	TOTAL COMBINED EMPLOYEES
2	80.0	0.5	80.5
3	272.0	0.7	272.7
4	96.0	0.57	96.6
5	135.0	0.5	135.5
7	271.0	3.0	274.0
8	118.0	1.5	119.5
10	168.0	0.5	168.5
13	55.0	0.1	55.1
19	59.0	0.5	59.5
20	69.0	1.0	69.5
21	75.0	0.5	75.5
22	80.0	0.5	80.5
23	124.0	0.5	124.5
26	78.0	0.5	78.5
28	1,090.0	57.0	1,147.0
36	61.0	0.35	61.4
49	0.0	0.5	0.5
50	645.0	5.0	650.0
56	9.0	0.0	9.0
79	1,882.0	38.0	1,920.0
96	425.0	20.0	445.0
103	196.0	1.0	197.0
104	91.0	0.5	91.5
106	146.0	1.0	147.0
110	3.0	1.5	4.5
114	1,218.0	117.8	1,335.8
115	99.0	1.0	100.0
117	60.0	0.5	60.5
118	152.0	0.5	152.5
120	104.0	0.5	104.5
121	2.0	1.5	3.5
122	238.0	1.0	239.0
124	146.0	0.5	146.5
126	305.0	11.95	317.0
127	95.0	0.5	95.5
129	148.0	0.75	148.8
130	365.0	5.0	370.0

**NUMBER OF NATIONAL GUARD EMPLOYEES
BY STATE LEGISLATIVE DISTRICT FOR FY 94**

STATE LEGISLATIVE DISTRICT	TOTAL FEDERAL EMPLOYEE	TOTAL STATE EMPLOYEE	TOTAL COMBINED EMPLOYEES
132	132.0	0.77	133.0
133	165.0	0.5	165.5
139	774.0	9.5	783.5
144	118.0	0.75	118.8
146	73.0	0.5	73.5
147	127.0	1.0	128.0
149	94.0	0.0	94.0
150	44.0	0.5	44.5
151	30.0	0.35	30.4
153	53.0	0.5	53.5
154	144.0	1.5	145.5
155	67.0	0.5	67.5
158	79.0	0.25	79.3
159	140.0	0.35	140.4
160	56.0	0.5	56.5
161	82.0	0.61	82.6
162	39.0	0.5	39.5
163	108.0	1.0	109.0
TOTAL	11,485.0	296.8	11,781.5

PAY BY STATE LEGISLATIVE DISTRICT FOR FY 94

STATE LEGISLATIVE DISTRICT	STATE PAY	M-DAY PAY	AGR PAY	TECH PAY	TOTAL COMBINED PAY
2	6,470.00	201,782.88	90,570.00	-	298,822.88
3	5,685.00	651,913.92	116,956.00	-	774,554.92
4	7,259.00	222,478.56	426,815.00	28,570.00	685,122.56
5	11,586.00	341,478.72	84,007.00	27,594.00	464,665.72
7	17,903.00	675,196.56	847,350.00	24,772.00	1,565,221.56
8	6,074.00	297,500.40	129,292.00	-	432,866.40
10	6,470.00	424,261.44	122,729.00	30,559.00	584,019.44
13	5,116.00	134,521.92	-	-	139,637.92
19	6,470.00	152,630.64	84,007.00	-	243,107.64
20	13,720.00	155,217.60	354,677.00	27,594.00	551,208.60
21	7,034.00	165,565.44	90,570.00	-	263,169.44
22	6,470.00	199,195.92	116,956.00	-	322,621.92
23	6,470.00	294,913.44	339,861.00	61,103.00	702,347.44
26	6,470.00	175,913.28	90,570.00	216,415.00	489,368.28
28	358,423.00	7,259,221.56	414,776.00	8,830,582.00	16,863,002.56
36	5,116.00	147,456.72	168,804.00	-	321,376.72
49	2,639.00	196,608.96	122,729.00	-	321,976.96
50	70,700.00	1,570,284.72	1,497,323.00	159,291.00	3,297,598.72
56	12,778.00	-	-	240,035.00	252,813.00
79	460,430.00	9,937,152.90	663,455.00	17,248,896.00	28,309,933.90
96	288,571.00	882,153.36	3,685,286.00	338,650.00	5,194,660.36
103	11,489.00	478,587.60	122,729.00	197,265.00	810,070.60
104	6,075.00	227,652.48	110,393.00	-	344,120.48
106	12,396.00	372,522.24	38,722.00	27,425.00	451,065.24
110	6,470.00	-	110,393.00	-	116,863.00
114	1,045,287.00	2,141,853.24	6,588,834.00	13,023,492.00	22,799,466.24
115	13,505.00	256,109.04	-	-	269,614.04
117	6,249.00	152,630.64	38,722.00	-	197,601.64
118	6,470.00	364,761.36	372,120.00	149,848.00	893,199.36
120	6,554.00	269,043.84	-	-	275,597.84
121	6,864.00	651,913.92	923,389.00	-	1,582,166.92
122	11,536.00	574,305.12	854,956.00	-	1,440,797.12
124	6,432.00	351,826.56	161,451.00	143,320.00	663,029.56
126	22,270.00	685,544.40	350,868.00	256,470.00	1,315,152.40

PAY BY STATE LEGISLATIVE DISTRICT FOR FY 94

STATE LEGISLATIVE DISTRICT	STATE PAY	M-DAY PAY	AGR PAY	TECH PAY	TOTAL COMBINED PAY
127	2,672.00	245,761.20	-	-	248,433.20
129	9,064.00	351,826.56	77,444.00	59,021.00	497,355.56
130	25,250.00	843,348.96	161,451.00	1,008,891.00	2,038,940.96
132	13,447.00	331,130.88	129,292.00	25,475.00	499,344.88
133	6,453.00	411,326.64	168,014.00	28,919.00	614,712.64
139	21,606.00	1,513,371.60	2,309,011.00	6,090,280.00	9,934,268.60
144	6,470.00	302,674.32	38,722.00	-	347,866.32
146	6,470.00	175,913.28	154,888.00	27,594.00	364,865.28
147	53,259.00	297,500.40	385,739.00	50,945.00	787,443.40
149	1,732.00	214,717.68	205,405.00	181,644.00	603,498.68
150	6,470.00	111,239.28	32,949.00	-	150,658.28
151	1,732.00	-	129,292.00	959,570.00	1,090,594.00
153	6,470.00	131,934.96	71,671.00	-	210,075.96
154	6,470.00	305,261.28	517,655.00	216,036.00	1,045,422.28
155	7,170.00	165,565.44	129,292.00	-	302,027.44
158	6,470.00	142,282.80	38,722.00	-	187,474.80
159	5,116.00	349,239.60	189,718.00	-	544,073.60
160	6,470.00	134,521.92	116,956.00	25,475.00	283,422.92
161	8,841.00	186,261.12	38,722.00	-	233,824.12
162	1,732.00	80,195.76	-	-	81,927.76
163	12,940.00	263,869.92	222,160.00	-	498,969.92
TOTAL	2,689,755.00	37,170,142.98	24,236,413.00	49,705,731.00	113,802,041.98

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